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# Research, Education, and Economics

## Reorganization Plan

November 9, 1994



**United States  
Department of  
Agriculture**



**National Agricultural Library**



# RESEARCH, EDUCATION, AND ECONOMICS

## REORGANIZATION NOTEBOOK

### CONTENTS

- 1 Executive Summary
- 2 Introduction - General
- 3 Organization Charts/Mission Statements
- 4 Consolidated REE Operating Structure
- 5 Field Structure
- 6 Consolidated REE Streamlining Narrative
- 7 Implementation Plan
- 8 Minority Impact Statement
- 9 Appendix:
  - A Current Organization Charts
  - B Agency Streamlining Narratives and Numbers
  - C 1010 Package - Agricultural Research Service (ARS)
  - D 1010 Package - Cooperative State Research, Education, and Extension Service (CSREES)
  - E 1010 Package - Economic Research Service (ERS)
  - F 1010 Package - National Agricultural Statistics Service (NASS)
  - G Field Office Review
  - H Schedule of Delegations of Authority
  - I Reserved - Incidental Transfer Agreements



November 9, 1994



## **Executive Summary**



# RESEARCH, EDUCATION, AND ECONOMICS

## EXECUTIVE SUMMARY

### Introduction

This paper provides an executive overview of key elements of the Research, Education, and Economics (REE) reorganization as approved by the Office of the Secretary, USDA.

The REE reorganization plan was developed through the collective and cooperative efforts of representatives of the eight former Agencies that now comprise the four Agencies of REE and reflects guidance and input from the U. S. Congress, the Office of Management and Budget, USDA Departmental Administration, various Federal and State partners and cooperators involved in agricultural research, education, and economics.

Finally, the REE reorganization plan incorporates the reinvention principles embodied in the National Performance Review pertaining to employee empowerment, organizational delayering, and consolidation of administrative and financial management services across the REE mission area.

### Agencies and Missions

The REE reorganization combines eight previously separate organizations and agencies into four agencies. The agencies and missions are:

- The Agricultural Research Service (ARS) whose mission is to:

"Provide access to agricultural information and develop new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority to ensure adequate availability of high-quality, safe food and other agricultural products to meet the nutritional needs of the American consumer, to sustain a viable and competitive food and agricultural economy, to enhance quality of life and economic opportunity for rural citizens and society as a whole, and to maintain a quality environment and natural resource base."

- The Cooperative State Research, Education, and Extension Service (CSREES) whose mission is to:

"Work with partners and customers to advance research, extension, and higher education in the food and agricultural sciences and related environmental and human sciences to benefit people, communities, and the Nation."

- The Economic Research Service (ERS) whose mission is to:  
"Provide economic and other social science information and analysis for public and private sector decisions on agriculture, food, natural resources, and rural America.
- The National Agricultural Statistics Service (NASS) whose mission is to:  
"Serve the United States, its agriculture, and its rural communities by providing meaningful, accurate, and objective statistical information and services."

## Operating Structure

Research, Education, and Economics will establish a Board of Directors to review key management policies, issues and problems facing the Under Secretary. The Board will meet semiannually or as called by the Under Secretary.

The Agricultural Research Service looks to the Administrator's Council for operating policy development and implementation guidance. The Administrator's Council includes members of the immediate office of the Administrator, the Deputy Administrator National Program Staff, five Associate Deputy Administrators, the Deputy Administrator Administrative and Financial Management, eight Area Directors and the Director of the National Agricultural Library. The Council meets quarterly.

The National Program Staff, composed of National Program Leaders who are subject matter specialists, is responsible for national program planning and coordination. NPS provides processes for strategic planning, allocates resources to in-house programs and projects, including base funding reallocation/reprogramming; participates in matrix teams around national initiatives and issues (e.g., water quality, global change, biotechnology, food safety, IPM, pesticides); and approves CRIS project and program plans. Eight Area Directors, the Director of the National Agricultural Library, Center Directors, and Research Leaders provide the line management arm of ARS responsible for program implementation and delivery, program excellence, and CRIS accountability for expenditure of resources.

The Cooperative State Research, Education, and Extension Service represents the full integration of the two former agencies (Extension Service and Cooperative State Research Service) and units of higher education, research and extension. The programs of CSREES are delivered through interactive units, one representing Science and Programs and the other System and Policy. The Science and Program units (Plant and Animal Production Protection and Processing; Natural Resources and Environment; Rural, Economic, and Social



Development; and Children, Youth, Family, Nutrition and Health) provide the breadth of scientific leadership necessary to help people and communities meet an array of agriculture and related problems. The System and Policy units (Partnerships; Competitive Research Grants and Awards Management; Science and Education Resources Development; and Communications, Technology, and Distance Education) interact with organizations that represent partners.

The Partnerships units manages the programs in research and extension associated with formula funds, special and facilities grants, regional research, evaluation and service to the 1862 and 1890 institutions.

The Science and Education Resources Development units provides the appropriate focus to higher education, international programs, and maintenance and development of databases in support of research and education.

The Competitive Research Grants and Awards Management units provides Agencywide management of competitive research grants and agreements in support of the land grant universities and other partners.

The Communications, Technology, and Distance Education unit provides technology, communication, and distance education support for the Agency, as well as leadership for interaction with partners.

The **Economic Research Service** has an Administrator and Associate Administrator. The Associate Administrator, except in the absence of the Administrator, does not have line management authority. Line management authority goes from the Administrator to five division directors and the Director, Office of Energy and New Uses. Divisional branch chiefs report directly to the division director. There are no permanent line managers or supervisors below the level of branch chief.

The four subject matter divisions in ERS reflect the content of the ERS economic research effort. **These divisions are: Commercial Agriculture, Food and Consumer Economics, Natural Resources and Environment, and Rural Economy.**

The Director, Office of Energy and New Uses, reports to the Administrator and provides Departmental leadership, oversight coordination, and evaluation for USDA's energy and energy-related policies and programs.

The **National Agricultural Statistics Service** has an Administrator and two Deputy Administrators. The Deputy Administrator for Operations is responsible for managing field operations, data collection, international programs, and budget. The Survey Management and State Statistical Divisions report to the Deputy Administrator for Operations.

The Deputy Administrator for Programs is responsible for program specifications, analyzing the data, and preparing final estimates. These responsibilities are accomplished through the Estimates, Research, and Systems and Information divisions.

A large part of NASS' agricultural statistics program is carried out through 45 State Statistical Offices serving the 50 states. The NASS state office structure, along with the agreement with the National Association of the State Departments of Agriculture to furnish survey interviewers, provides NASS with the organizational structure to meet the increasing demand for agricultural and related statistics.

## **Budget**

Each REE Agency will have its own budget office to provide budget formulation and presentation services for that Agency. The budget director for each Agency is located within the Office of the Administrator. In ARS the budget office is located in the Budget and Program Management Staff. In ERS the budget director is located in the Information Services Division. In NASS the budget director is located in the Budget and Administration Staff. The ARS budget office also provides budget formulation support for the Office of the Under Secretary.

Each Agency budget office is structured to advise and provide counsel to the agency administrator; respond to the needs of OBPA and the Office Management and Budget; members of Congress; Committees on Appropriations and their respective staffs and other private and public entities. The budget office serves as a focal point for coordination of responses and interactions with other offices and groups: Office of the Secretary; Under Secretaries; Legislative Affairs; State cooperators; and commodity and other special interest groups.

Through two separate and autonomous entities--a Budget Office and a Finance Office--the integrity of funds management through separate systems of checks and balances preserves an effective oversight of agency appropriations and resources.

## **Civil Rights**

Each REE Agency has its own civil rights director, reporting to the agency administrator and responsible for the full range of civil rights and equal opportunity functions. The Civil Rights Office in ARS serves as the lead office for all the REE agencies. The ARS Civil Rights Director represents REE on the Department's Civil Rights Leadership Council, REE Board of Directors, and other Departmental Task Forces which require mission area representation.



## **Legislative**

Each REE Agency will have its own legislative staff to provide coordination of congressional matters.

## **Centers of Excellence for Communications and Technology**

To meet the communication, information, and technology needs of the REE Agencies and their customers, three Centers of Excellence and a Communications and Technology Coordinating Council will be established.

The Center of Excellence for public affairs and FOIA is the ARS Information Staff.

The Center of Excellence for Communication, Technology, and Distance Education Partnering with the Land Grant System is the CSREES Communication, Technology, and Distance Education Staff.

The Center of Excellence for economic and statistical information is the ERS Information Services Division.

Two members from each of the REE agencies, plus the Office of Communication's Desk Officer for REE, will make up a Coordinating Council. The Council will coordinate matters related to communication, information, and technology across and beyond agency lines.

## **Administrative and Financial Management**

The consolidated Administrative and Financial Management unit (AFM) for the REE agencies will report to the ARS Administrator. As the lead agency, ARS will provide REE, ARS, NASS, CSREES, and ERS with administrative and financial management support services through reimbursable cross-servicing arrangements.

The Deputy Administrator, AFM, will report to the Administrator, ARS, and supervise two Associate Deputy Administrators responsible for managing administrative and fiscal service for the REE mission area.

The Associate Deputy for Financial Management will serve as the Controller and will be responsible for budget execution, the financial aspects of grants management, and all other aspects of financial management.

The Associate Deputy for Administration will be responsible for the management of human resources, facilities, procurement and property, and administrative information technology.

## Streamlining

Eight previously separate Agencies will be restructured to form four agencies under a single Under Secretary for Research, Education, and Economics.

The Secretary's original proposal for consolidation of four agencies (Agricultural Research Service, Cooperative State Research Service, Extension Service, National Agricultural Library) into one agency would have allowed a 25.5% reduction in headquarters staff. Congressional direction to establish separate agencies (Agricultural Research Service, and the Cooperative State Research, Education, and Extension Service) has resulted in limited opportunity for consolidation and merger of Headquarters program planning and coordination staffs. REE now projects a 16.3% reduction in Headquarters staff by FY 1999.

Nevertheless, implementation of the Research, Education, and Economics reorganization plan will result in significant streamlining in all of the REE Agencies. An overall employment reduction of 11.5% is projected by FY 1999 with the highest proportion of these reductions involving supervisory jobs, headquarters positions, GS-14 and above positions, and targeted administrative categories (i.e., personnel specialists, budget specialists, acquisition specialists, accountants/auditors).

The Agricultural Research Service (ARS) will be merged with the National Agricultural Library to form one Agency, ARS.

Effective October 1, 1994, programs and resources of the Human Nutrition Information Service previously performed as a headquarters level function were integrated as part of the ARS field structure.

The Extension Service and Cooperative State Research Service have been merged to establish the Cooperative State Research, Education, and Extension Service (CSREES).

The Economic Research Service (ERS) reorganization plan recently approved (10/94) by the Office of the Secretary will continue ERS as a distinct Agency under REE. The Office of Energy was merged with ERS and became the Office of Energy and New Uses.

The National Agricultural Statistics Service (NASS) will remain a distinct Agency under REE.

The three administrative management units, one in ARS, one in Extension Service, and the Economics Management Staff will be consolidated to form a single Administrative and Financial Management unit serving all Agencies of the Research, Education, and Economics mission area.

## Field Structure

Of the REE Agencies, only ARS and NASS have field structures. Current field office locations for both agencies are based upon program mission requirements and cooperative/partnership relationships with State Departments of Agriculture, State agricultural experiment stations, and 1890 land-grant university systems.

Consistent with FY 1995 USDA appropriations, 10 lower priority field locations of the Agricultural Research Service will be closed in FY 1995.

NASS has long-standing cooperative agreements with State Departments of Agriculture and/or colleges and universities in all 50 States. Currently, State cooperators provide space for 24 of NASS' 45 State Statistical Offices (SSO's) and provide 212 employees that work cooperatively with the 733 Federal employees in the SSO's. State funds allow NASS to meet special local needs for information and statistical services within the framework of the national program. This cooperation with the States generates information efficiently, lightens the reporting burden of farmers, ranchers, and agribusinesses, and maintains consistency and accuracy of information furnished by public agencies.

## Tenets of the National Performance Review

The REE reorganization plan incorporates the tenets of the National Performance Review (NPR) and the Secretary's reorganization objectives of creating a Department of Agriculture that can better accomplish its mission, streamline its operating structure, cost less, and improve services to its customers.

The REE reorganization plan consolidates and streamlines the REE mission area in four program agencies where previously there were eight. Similarly, three administrative management units were consolidated to form a single Administrative and Financial Management unit for all of REE.

Diverse employee and customer input was sought out and incorporated throughout the reorganization planning process. Mr. J. L. Marshall, the designated union partnership contact for the REE mission area, was invited to participate in the reorganization planning meetings. State partners provided input and representatives from various REE agencies, program, functional specialty, and grade level were included as participants in the reorganization planning groups established to develop organizational options and transition plans.

Many of the objectives identified in the REE reorganization plan are predicated upon realization of the NPR goals of employee empowerment, cutting red tape, and business process reengineering. In this regard it will be important for the Department to continue to implement the MAP vision. Process improvement and the elimination of unnecessary



administrative processing and approval requirements are vital components of the REE and USDA reorganization. Creating value-added business systems and reducing regulatory controls and policy constraints will also enhance our ability to reduce staff while maintaining high levels of customer service.

## **Introduction - General**



## INTRODUCTION

This documents the organization plan approved by the Secretary of Agriculture for the Research, Education, and Economics (REE) mission area on November 16, 1993, as modified in accordance with the USDA Reorganization Act of 1994.

Throughout the REE reorganization planning effort, broad diversity in terms of cultural, grade level, and functional specialization was sought and incorporated in the planning process. More than 200 REE employees participated in the planning effort representing all cultures, grade levels, and job series. Input was also sought from various state partners/cooperators in the agricultural research, education, and economic fields.

REE represents a new organizational configuration of USDA science, education, and economics programs and functions, to be headed by an Under Secretary. REE combines two former USDA Assistant Secretariats--Science and Education, and Economics--into one new mission area. Additionally, eight former agencies will be integrated and reconfigured into four agencies as follows.

- (1) Agricultural Research Service (ARS)
- (2) Cooperative State Research, Education and Extension Service (CSREES)
- (3) Economic Research Service (ERS)
- (4) National Agricultural Statistics Service (NASS)

The Administrative and Financial Management functions of all agencies will be consolidated into a single unit (AFM) to support the entire REE mission area. The AFM will report to ARS as lead agency.

The establishment of REE and other new organizational components of USDA had its origin in the National Performance Review (NPR), a 6-month assessment by the Clinton Administration in 1993 of the management and operations of Federal Government programs and agencies. Headed by Vice President Al Gore, the NPR issued its findings on September 7, 1993, and established the theme of "creating a government that works better and costs less."

Under this concept of reinventing government, one of the specific recommendations of the NPR was to "reorganize the Department of Agriculture to better accomplish its mission, streamline its field structure and improve service to its customers."

Accordingly, USDA Secretary Mike Espy announced--also on September 7, 1993,--a conceptual plan to reorganize the Department of Agriculture. This plan was introduced in Congress on September 29, 1993. The Senate passed its version of a USDA reorganization bill on April 13, 1994. The House of Representatives passed its version on September 28,

1994. The final bill to reorganize USDA was approved by the House of Representatives on October 3, 1994, and the Senate on October 4, 1994. President Clinton signed the bill into law on October 13, 1994, as the Department of Agriculture Reorganization Act of 1994.

Following Secretary Espy's September 1993 announcement of the USDA reorganization plan and during the 13-month period of congressional review and action, an internal committee of USDA employees was established to develop detailed organizational and operational plans for the REE agencies. Headed by a core group of about 15 people--called the Research, Education, and Economics Implementation Steering Team (REEIST)--this team involved an array of sub-teams and work groups including up to 200 USDA employees to develop recommendations and plans for various specific aspects of organizational issues. Additionally, focus groups were held with other USDA employees and external customer and partner groups to receive their inputs on organizational options, functional statements, and plans.

Within the former agencies that will make up the REE mission area, there are no nationally recognized labor unions among headquarter staffs. However, several local union bargaining units exist within the ARS field structure. Mr. Joseph L. Marshall, the President of AFGE Local 3147, (Beltsville Agricultural Research Center), was designated as the Union Partnership contact for the REE mission area. Mr. Marshall was invited to participate in the REE reorganization planning meetings and participated in meetings on consolidation of REE administrative and financial management staffs.

### Statement of Differences

The purpose of this section of the reorganization plan is to contrast former agency and office structures within the REE mission area with the original Secretary's plan for reconfiguration, and, in turn, with the final reorganization plan based upon congressional action.

Formerly, the REE mission area consisted of the following eight agencies:

- (1) Agricultural Research Service (ARS)
- (2) Cooperative State Research Service (CSRS)
- (3) Extension Service (ES)
- (4) National Agricultural Library (NAL)
- (5) Economic Research Service (ERS)
- (6) Office of Energy (OE)
- (7) National Agricultural Statistics Service (NASS)
- (8) Economics Management Staff (EMS)

The Secretary's reorganization proposal for REE (September 1993) called for the combination and integration of the eight former agencies into three program agencies, as follows:



- (1) Agricultural Research and Education Service (ARES)
  - combine ARS, CSRS, ES, and NAL
- (2) Economic Research Service (ERS)
  - combine ERS and OE
- (3) National Agricultural Statistics Service (NASS)
  - retain original functions and structure

Additionally, the administrative and financial management functions of all eight agencies and offices, including the Economics Management Staff (EMS), were to be consolidated into a single unit supporting the entire REE mission area and reporting to ARES as lead agency.

Within ARES, all public affairs and communications functions of four of the former agencies (ARS, CSRS, ES, and NAL) were to be combined and configured as a Communications and Information Technology (CIT) support unit at the headquarters level.

The USDA Radiological Safety Staff (RSS), formerly reporting to ARS as lead agency, was proposed to be separated from the REE mission area and attached to the Office of the Assistant Secretary for Administration.

In accordance with the Secretary's REE proposal and the above-described criteria, a detailed organization implementation plan was developed by the REEIST and submitted for Department approval. This plan, except for RSS placement, was approved as documented in a Deputy Secretary memorandum dated November 16, 1993.

On February 12, 1994, the President signed the Supplemental Appropriations Act for FY 1994 (PL 103-211) which transferred all funds and functions of the former USDA Human Nutrition Information Service (HNIS) to ARS. Subsequently, the incidental transfer agreement between HNIS and ARS was officially approved by the Assistant Secretary for Administration on March 18, 1994. In turn, the proposed organization plan for the new agency, ARES, was modified on March 25, 1994, to reflect the incorporation of former HNIS functions.

Subsequent to and consistent with congressional action and the Presidential signing of the USDA Reorganization Act of 1994 in October 1994, the USDA reorganization plan for the REE mission area has been modified as follows:

- Four program agencies, rather than three, will be established:
  - (1) Agricultural Research Service (ARS)
  - (2) Cooperative State Research, Education and Extension Service (CSREES)
  - (3) Economic Research Service (ERS)
  - (4) National Agricultural Statistics Service (NASS)

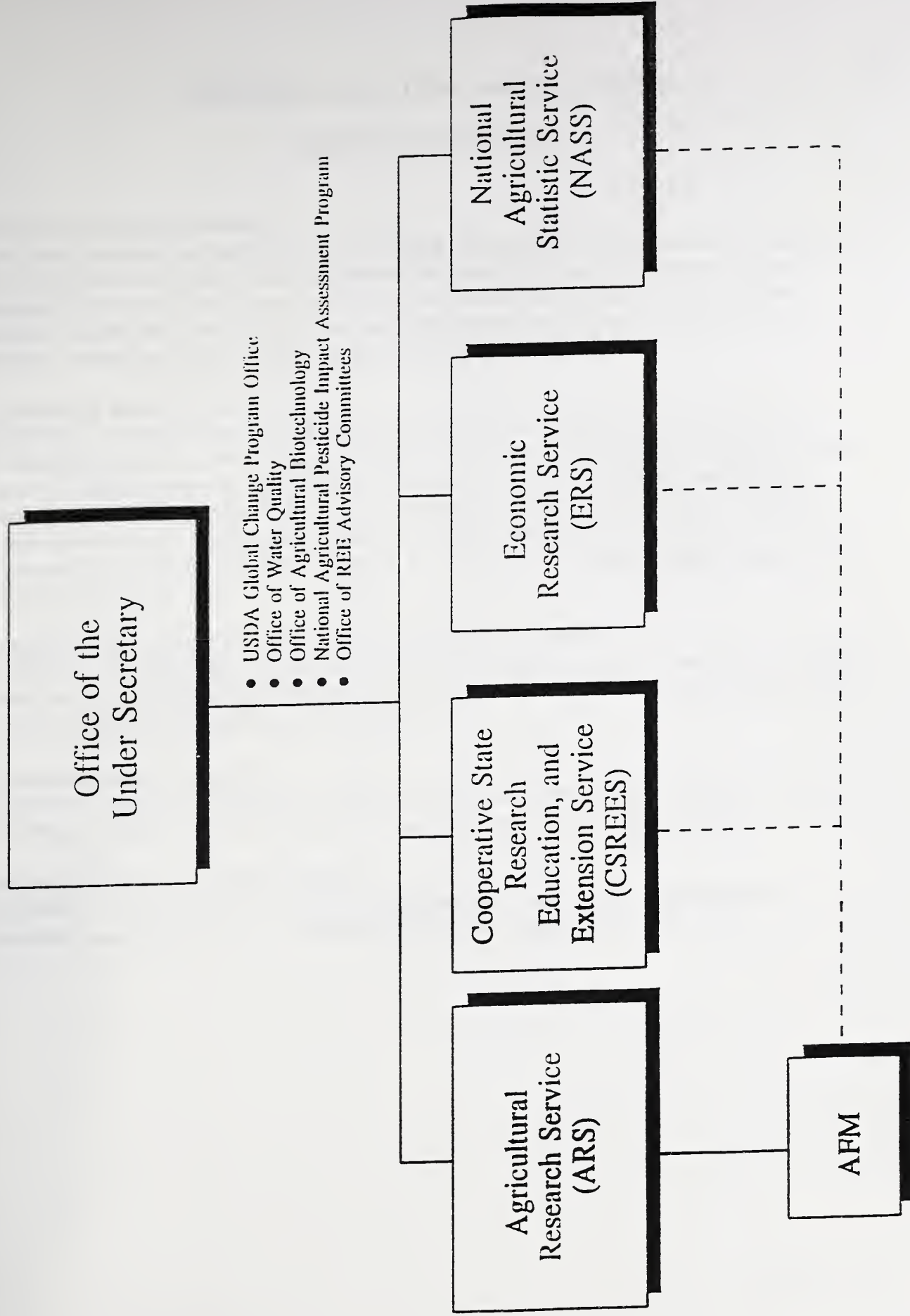
- ARES will not be established.
- ARS remains a distinct agency under REE and will continue to incorporate HNIS functions; additionally, NAL programs and functions will be incorporated into ARS as a new organization component.
- CSREES will be formed by the integration of CSRS and ES.
- ERS remains a distinct agency under REE consistent with their recently approved (10-94) reorganization plan. The Office of Energy and New Uses was incorporated into ERS.
- NASS remains a distinct agency under REE consistent with the Secretary's original reorganization proposal.
- The Administrative and Financial Management functions of all agencies will continue to be consolidated into a single unit (AFM) supporting the entire REE mission area and reporting to ARS, rather than ARES, as lead agency.
- Awards Management for CSREES, previously proposed as a part of the AFM, will now remain in CSREES. The AFM will retain grants and agreements responsibilities for ARS, ERS, and NASS.
- Public affairs and communication functions will not be consolidated into a single support unit reporting to a lead agency (ARES), but will be carried out under the centers of excellence concept, in part reporting to ARS (public affairs, FOIA), in part to CSREES (distance learning and communications networks), and in part to ERS (economic and statistical information).
- Departmental approval of a proposal to have the USDA Radiological Safety Staff (RSS) report to the Office of the Assistant Secretary for Administration is still pending.

The congressionally mandated establishment of the Cooperative State Research, Education, and Extension Service (CSREES) precludes the establishment of ARES and the full achievement of original FTE streamlining plans, particularly as related to the consolidation of similar program planning, evaluation, and coordination staff functions that formerly existed in ARS, CSRS, and ES. Each of the newly configured agencies--ARS and CSREES--will need to continue to carry out separate program planning activities.

## **Organization Charts/Mission Statements**



# RESEARCH, EDUCATION, AND ECONOMICS MISSION AREA







## **RESEARCH, EDUCATION, AND ECONOMICS**

### **MISSION STATEMENTS**

#### **Office of the Under Secretary**

The Under Secretary of Agriculture for Research, Education, and Economics will coordinate and supervise all activities of the Agricultural Research Service, the Cooperative State Research, Education, and Extension Service, the Economic Research Service, and the National Agricultural Statistics Service, and will perform such other functions related to research, education, and economics as may be assigned.

#### **Agricultural Research Service**

**MISSION:** Provide access to agricultural information and develop new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority to ensure adequate availability of high-quality, safe food and other agricultural products to meet the nutritional needs of the American consumer, to sustain a viable and competitive food and agricultural economy, to enhance quality of life and economic opportunity for rural citizens and society as a whole, and to maintain a quality environment and natural resource base.

#### **Cooperative State Research, Education, and Extension Service**

**MISSION:** To work with partners and customers to advance research, extension, and higher education in the food and agricultural sciences and related environmental and human sciences to benefit people, communities, and the Nation.

#### **Economic Research Service**

**MISSION:** Provides economic and other social sciences information and analysis for public and private decisions on agriculture, food, natural resources and rural America.

#### **National Agricultural Statistics Service**

**MISSION:** To serve the United States, its agriculture, and its rural communities by providing meaningful, accurate, and objective statistical information and service.





Recommended, *Joseph J. Timney*

Administrator

Concurs, *Ronald D. Chuman*

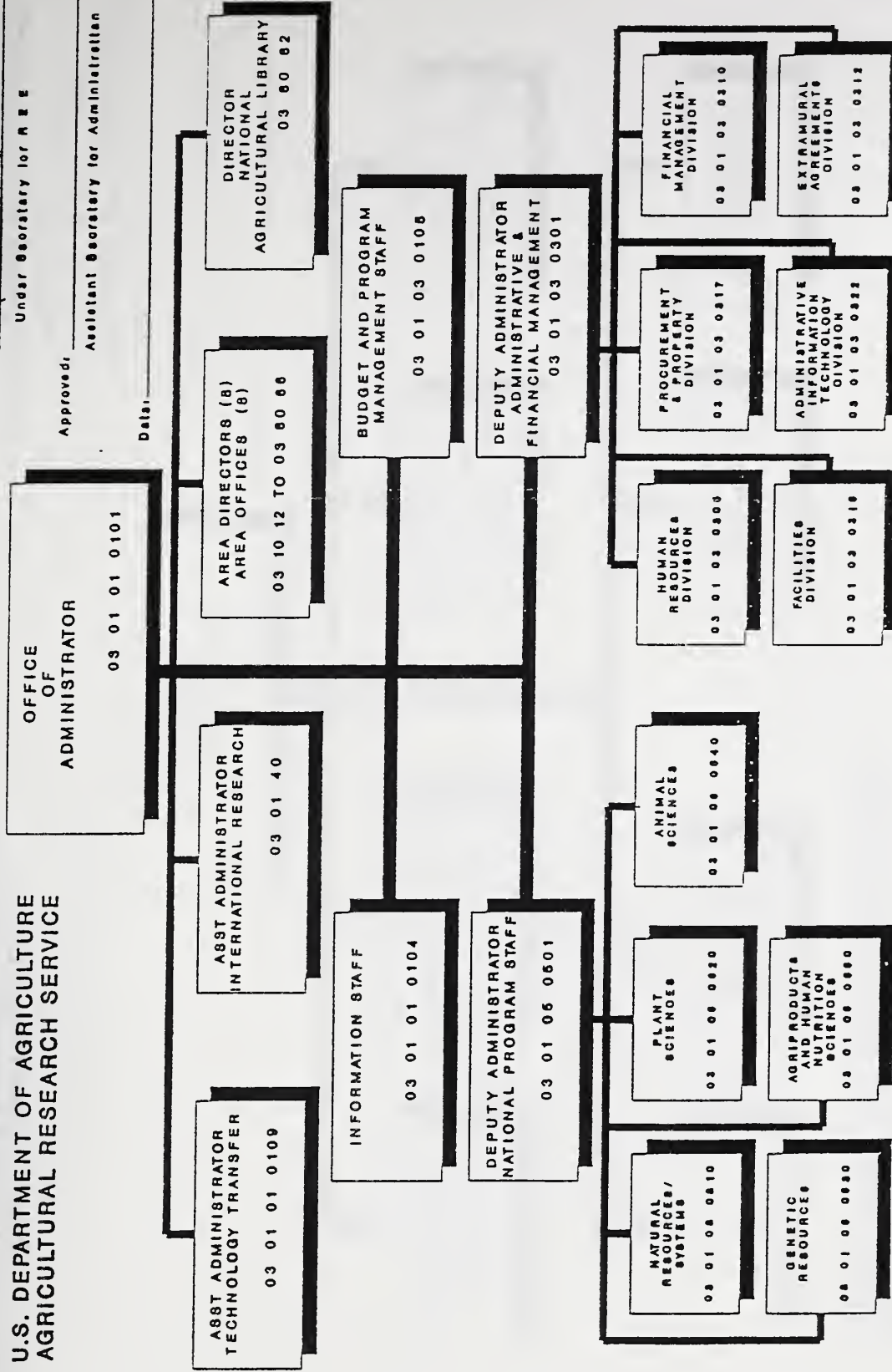
Under Secretary for R & E

Approved, \_\_\_\_\_

Assistant Secretary for Administration

Date: \_\_\_\_\_

# U.S. DEPARTMENT OF AGRICULTURE AGRICULTURAL RESEARCH SERVICE



MISSION: Provide access to agricultural information and develop new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority to ensure adequate availability of high-quality, safe food and other agricultural products to meet the nutritional needs of the American consumer, to sustain a viable and competitive food and agricultural economy, to enhance quality of life and economic opportunity for rural citizens and society as a whole, and to maintain a quality environment and natural resource base.



U.S. DEPARTMENT OF AGRICULTURE  
COOPERATIVE STATE RESEARCH, EDUCATION,  
AND EXTENSION SERVICE

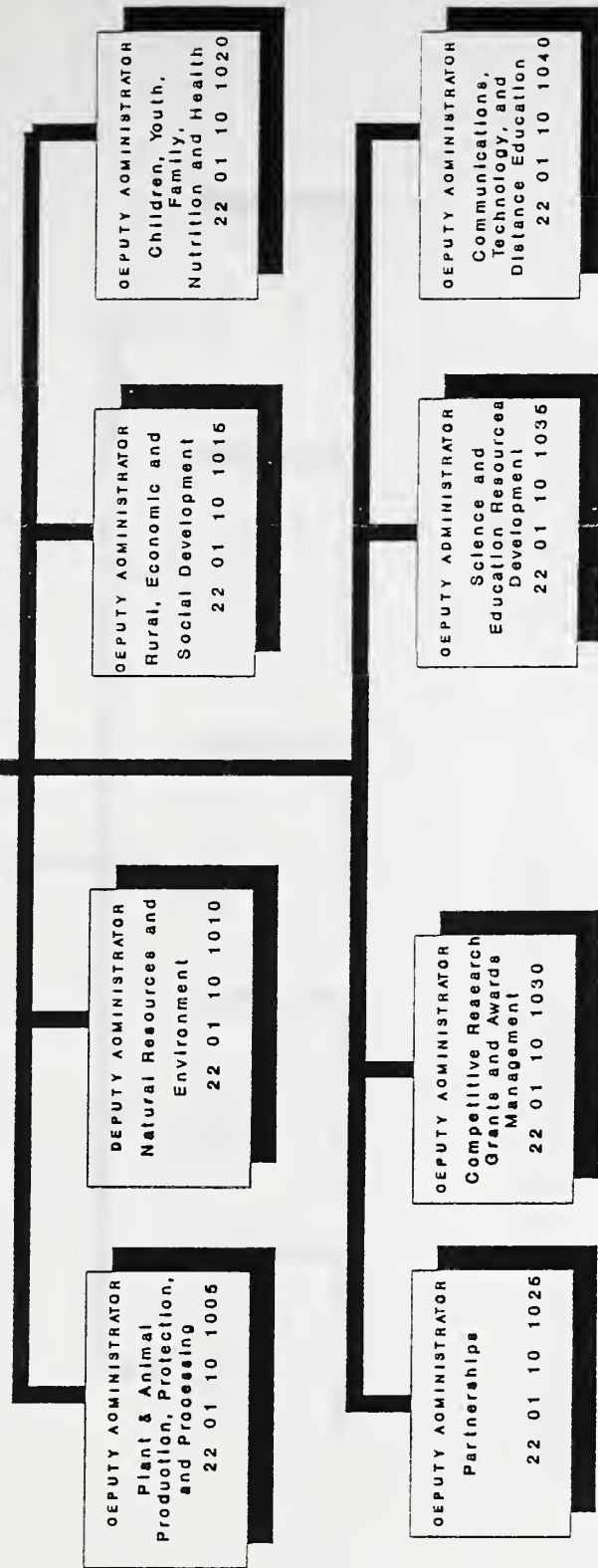
Recommended: *William D. Carter*  
Administrator

Concurs: *Ronald D. Blouman*  
Under Secretary for R & E

Approved: \_\_\_\_\_  
Assistant Secretary for Administration

Date: \_\_\_\_\_

OFFICE  
OF  
ADMINISTRATOR  
22 01 01 0101



MISSION: To work with partners and customers to advance research, extension, and higher education in the food and agricultural sciences and related environmental and human sciences to benefit people, communities, and the Nation.



# U.S. DEPARTMENT OF AGRICULTURE ECONOMIC RESEARCH SERVICE

Recommended:

Administrator

Concurs:

Under Secretary for R & E

Approved:

Assistant Secretary for Administration

Date:



MISSION: Provides economic and other social science information and analysis for public and private decisions on agriculture, food, natural resources and rural America.

SUPERSEDES CHART DATED 07/20/90

Prepared by ARS Personnel Division



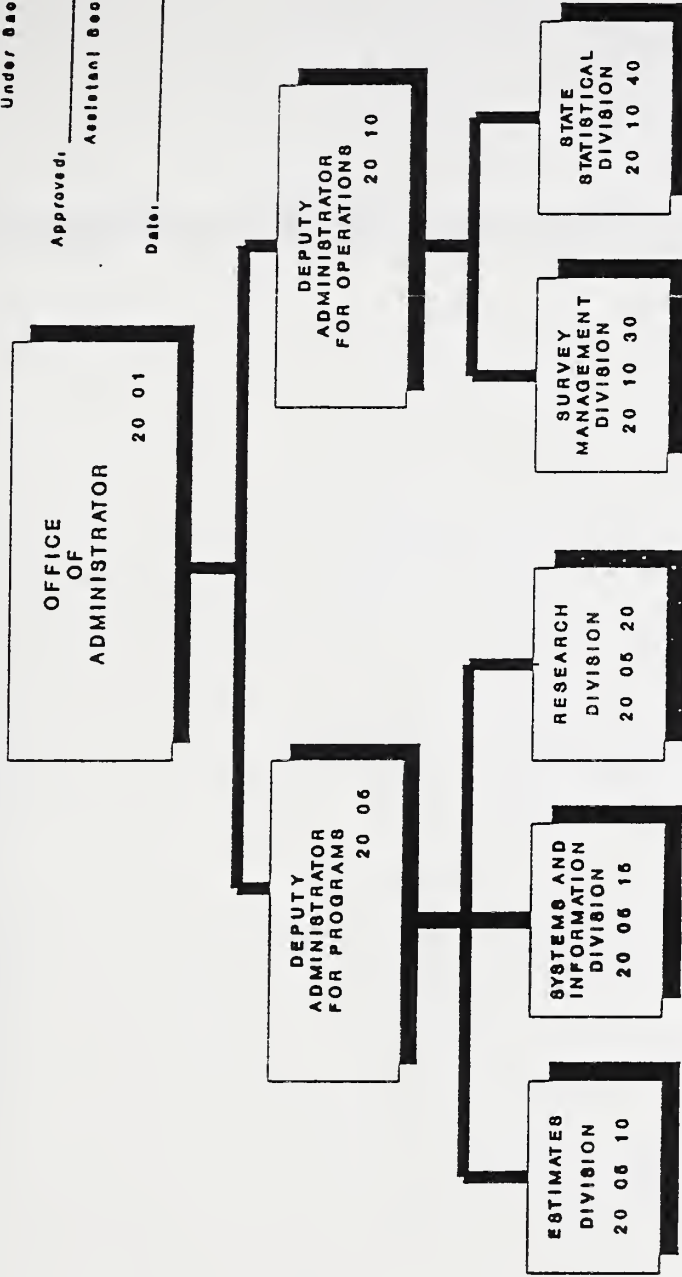
U.S. DEPARTMENT OF AGRICULTURE  
NATIONAL AGRICULTURAL STATISTICS  
SERVICE

Recommended, Ronald M. Bay  
Administrator

Concurred, Ronald D. Shuman  
Under Secretary for A & S

Approved, \_\_\_\_\_  
Assistant Secretary for Administration

Date: \_\_\_\_\_



MISSION: To serve the United States, its agriculture, and the rural communities by providing meaningful, accurate, and objective statistical information and services.

SUPERSEDES CHART DATED 06/12/82  
Prepared by: ARS Personnel Division





## **Consolidated REE Operating Structure**



## RESEARCH, EDUCATION, AND ECONOMICS

### OPERATING STRUCTURE

The Research, Education, and Economics mission area is headed by the Under Secretary for Research, Education, and Economics and consists of four Agencies: Agricultural Research Service; Cooperative State Research, Education, and Extension Service; Economic Research Service; and National Agricultural Statistics Service.

This paper contains the following sections:

	Page
Board of Directors	4-1
Agricultural Research Service	4-2
Cooperative State Research, Education, and Extension Service	4-3
Economic Research Service	4-4
National Agricultural Statistics Service	4-5
Civil Rights	4-6
Budget	4-6
Centers of Excellence for Communications and Technology	4-7
Administrative and Financial Management	4-8
Special REE Program Support Staffs	4-9

#### Board of Directors

Research, Education, and Economics (REE) will establish a Board of Directors to review key management policies, issues and problems facing the Under Secretary. The Board will meet semiannually or as called by the Under Secretary. Members of the Board of Directors will include:

- Under Secretary for Research, Education, and Economics, Chair
- Deputy Under Secretary, Research, Education, and Economics
- Administrator, Agricultural Research Service
- Administrator, Cooperative State Research, Education, and Extension Service
- Administrator, Economic Research Service
- Administrator, National Agricultural Statistics Service
- Deputy Administrator, Administrative and Financial Management, ARS
- Associate Deputy Administrator for Finance (Controller), AFM
- Associate Deputy Administrator for Administrative Management, AFM
- Director, Civil Rights, ARS
- Chief, Procurement Policy, ARS (OSDBU representative)
- Ex Officio:
  - Chief Financial Officer, USDA
  - Assistant Secretary for Administration
  - Executive Assistant for Civil Rights

The Board of Directors will be activated as soon as the reorganization plan is approved and key positions are filled.

## **Agricultural Research Service**

The Agricultural Research Service's (ARS) operating structure is based on a participatory team management approach. The Agency looks to the Administrator's Council for operating policy development and implementation guidance. The Administrator's Council is composed of the Administrator, Deputy Administrator, Assistant Administrator International Research Programs, Assistant Administrator Technology Transfer, Deputy Administrator National Program Staff, 5 Associate Deputy Administrators (Natural Resources Systems, Plant Sciences, Animal Sciences, Genetic Resources, and Agriproducts and Human Nutrition Sciences, respectively), Deputy Administrator Administrative and Financial Management, 8 Area Directors and the Director of the National Agricultural Library. The Council meets quarterly.

The National Program Staff (NPS), composed of National Program Leaders who are subject matter specialists, is responsible for national program planning and coordination. NPS provides processes for strategic planning, allocates resources to in-house programs and projects, including base funding reallocation/reprogramming; participates in matrix teams around national initiatives and issues (e.g., water quality, global change, biotechnology, food safety, IPM, pesticides); and approves CRIS project and program plans. Eight Area Directors, the Director of the National Agricultural Library, Center Directors, and Research Leaders provide the line management arm of ARS responsible for program implementation and delivery, program excellence, and CRIS accountability for expenditure of resources.

The Civil Rights Director reports directly to the Administrator of ARS. In addition to leading the civil rights program for ARS, the Director functions as the primary civil rights representative for all of the REE agencies. See the *Civil Rights* section below for a further discussion.

The Information Staff reports to the Administrator of ARS, but also operates as a Center of Excellence for public affairs services, including those required by the Freedom of Information Act (FOIA), for all REE agencies. See the *Centers of Excellence* section for further information. The Information Staff will coordinate public affairs activities with the REE Desk Officer in the Office of Communications.

The Budget and Program Management Staff reports to the Administrator of ARS and provides budget formulation and presentation services to ARS. See the *Budget* section below for a further discussion of separate budget formulation staffs.

The Administrative and Financial Management staff reports to the Administrator of ARS. Through this staff, ARS serves as the lead agency for providing administrative and financial management services to all REE agencies. See the *Administrative and Financial Management* section for more information.



## **Cooperative State Research, Education, and Extension Service**

The Cooperative State Research, Education, and Extension Service (CSREES) has the primary responsibility to provide visionary leadership to the Land Grant University System and its partners in research, higher education, and extension. The functions listed for this structure align with those authorized for the new Agency. The functions and authorities represent a full integration of the two former Agencies (Extension Service and Cooperative State Research Service) staff and units of higher education, research and extension.

The programs of CSREES are delivered through interactive units, one representing science and programs and the other system and policy. This structure allows CSREES to respond effectively to issues, plan in a coordinated fashion, meet customer needs, and reflect the tenets of the National Performance Review (NPR) and USDA administration. Further, the organization encompasses a set of principles valuable to the effective operation of a diverse and interactive organization. This includes a shift from a rigid centralized management control system to a reliance on quasi-market techniques such as competition among providers and emphasis on high quality results; creation of partnerships within and between Agencies; development of flexible relationships to enhance customer service; and empowering employees by the provision of the authority, skills, and information to do their job.

The Science and Program units provide the breadth of scientific leadership necessary to help people and communities meet an array of agriculture and related problems. Each unit responds to national issues relative to the environment, new opportunities for agriculture products, health of people, global competitiveness, and youth, family and community needs. The Science and Program units are: Plant and Animal Production, Protection, and Processing; Natural Resources and Environment; Rural, Economic, and Social Development; and Children, Youth, Family, Nutrition, and Health Development. These units will provide support for the programs of the System and Policy units.

The System and Policy units interact with organizations that represent partners. These include NASULGC committees such as Board on Agriculture, Administrative Heads Section, Experiment Station Committee on Organization and Policy, Extension Committee on Organization and Policy, Academic Committee on Organization and Policy, International Committee on Organization and Policy, Extension Administrators, Research Directors, National Association of Professional Schools and Colleges of Forestry, Deans of Veterinary Medicine, and Deans of Home Economics.

The Partnerships unit manages the programs in research and extension associated with formula funds, special and facilities grants, regional research, evaluation and service to the 1862 and 1890 institutions.

The Science and Education Resources Development unit provides the appropriate focus to higher education, international programs, and maintenance and development of data in support of research and education.



The Competitive Research Grants and Awards Management unit provides agencywide management of competitive research grants. Grants and agreements management is centered in this unit to provide one-stop shopping for all customer services related to grants and agreements. These grants and agreements management services are unique and integral aspects of delivering grants and agreements to the land grant universities and other partners.

The Communication, Technology and Distance Education Unit coordinates with the partners on matters related to communication systems, distance education, and appropriate technology. This unit functions as a Center of Excellence, providing communication, technology, and distance education support to all REE agencies. See the *Centers of Excellence* section for more information.

The Civil Rights Director reports directly to the Administrator of CSREES and provides civil rights leadership for the Agency, coordinating with the ARS Civil Rights Director for REE-wide issues. See the *Civil Rights* section for more information.

The Budget Officer reports directly to the Administrator of CSREES and provides budget formulation and presentation services to CSREES. See the *Budget* section for more information.

## **Economic Research Service**

The Economic Research Service (ERS) has an Administrator and one alter ego Associate Administrator. The Associate Administrator, except in the absence of the Administrator, does not have line management authority. Line management authority goes from the Administrator to the five division directors. Each division has branches whose chiefs report directly to the division director. There are no permanent line managers or supervisors below the level of branch chief.

The four subject matter divisions in ERS reflect the content of the ERS economic research effort. These divisions are: Commercial Agriculture, Food and Consumer Economics, Natural Resources and Environment, and Rural Economy.

The fifth division, Information Services, manages and directs Agencywide data and information activities in support of the economic research and analysis mission of ERS. It also serves as a Center of Excellence for economic and statistical information for all REE agencies. See the *Centers of Excellence* section for more information.

The Director, Office of Energy and New Uses, reports to the Administrator and provides Departmental leadership, oversight, coordination, and evaluation for USDA's energy and energy-related policies and programs.

The ERS Civil Rights Director reports directly to the Administrator and coordinates with the ARS Civil Rights Director on REE-wide issues. ERS also has an Employee Advisory Committee comprised of ERS employees representative of all grades and series to advise the

administrator on employee concerns, including those relating to equal opportunity and civil rights. See the *Civil Rights* section for more information.

The ERS Budget Officer also reports to the Administrator and provides budget formulation and presentation services to ERS. See the *Budget* section for more information.

### **National Agricultural Statistics Service**

The National Agricultural Statistics Service (NASS) is dedicated to maintaining the highest possible statistical standards. The functional structure of NASS enhances this effort since it allows for the hiring and training in specific program areas such as sampling, survey design, data collection, agriculture, automated data processing, and data analysis. Maintaining these functional lines fosters the adoption of new technologies within the specific areas of expertise, keeping NASS on the leading edge in development of statistics.

NASS pursues a quality management approach to its operation. All staff members are held accountable for continued improvement of procedures in their area of responsibility. This approach in NASS involves specific analysis of timeliness, relevance, and accuracy of data and complete evaluation of the necessary resources to develop quality statistics.

Because of significant management and leadership challenges, the NASS Administrator is supported by two Deputy Administrators. The Deputy Administrator for Operations is responsible for the actual operations involved in obtaining data and research on how to develop better methodology. The Survey Management and State Statistical divisions report to the Deputy Administrator for Operations.

The Deputy Administrator for Programs is responsible for program specifications, analyzing the data, and preparing final estimates. These responsibilities are carried out through the Estimates, Research, and Systems and Information divisions.

A large part of NASS' agricultural statistics program is carried out through 45 State Statistical Offices serving the 50 states. The NASS state office structure, along with the agreement with the National Association of the State Departments of Agriculture to furnish survey interviewers, provide NASS with the organizational structure to meet the increasing demand for agricultural and related statistics.

The NASS Civil Rights Director reports directly to the Administrator and coordinates with the ARS Civil Rights Director on REE-wide issues. See the *Civil Rights* section for more information.

The NASS Budget Officer also reports to the Administrator and provides budget formulation and presentation services to NASS. See the *Budget* section for more information.



## Civil Rights

Each REE Agency has its own civil rights director, reporting to the Agency Administrator, and responsible for the full range of civil rights and equal opportunity functions. The Civil Rights Office in ARS serves as the lead office for all the REE agencies. The ARS Civil Rights Director represents REE on the Department's Civil Rights Leadership Council, REE Board of Directors, and other Departmental Task forces that require mission representation. The ARS Civil Rights Director provides coordination and liaison with the other REE civil rights directors and provides updated information to each director. Visionary and committed leadership by each civil rights director, in partnership with agency Administrators, will allow for the effective integration and coordination of projects and programs conducted in each of the following function areas: (1) policy guidance and program evaluation; (2) plan development and evaluation; (3) data analysis and evaluation; (4) complaint management; (5) special emphasis programs; (6) compliance review and statutory guidance; (7) technical assistance and outreach; thus assuring the resources necessary to implement a civil rights program reflective of and integral to the mission of each agency reporting to the Under Secretary for REE.

## Budget

Each REE Agency will have its own budget office to provide budget formulation and presentation services for that Agency. The budget director for each Agency is located within the Office of the Administrator. In ARS the budget office is located in the Budget and Program Management Staff. In ERS the budget director is located in the Information Services Division. In NASS the budget director is located in the Budget and Administration Staff. The ARS budget office also provides budget formulation support for the Office of the Under Secretary.

Separate budget staffs are necessary because:

- The budget is a significant program policy and political document. Agency administrators must have a thorough understanding and control of the budget to assure sound program analysis, planning and implementation. This can only be done effectively through direct access and communication with the budget officer. Strategy sessions and frequent discussions between an Agency Administrator and the budget officer are critical to the planning and justification of resources to meet an Agency's mission and be in compliance with the programs as directed by the Secretary and the Congress.
- The budget office and the Office of Budget and Program Analysis (OBPA) will communicate regularly to clarify, define and respond to Executive and Congressional policies, issues, and requests. Having budget staffs that are independent of the Finance Office is similar to that of the Department's staff offices—OBPA and Office of Financial Management (OFM). As the Director of OBPA provides guidance to the Secretary, Deputy Secretary and Under Secretaries, the agency budget officers will

provide counsel to agency administrators and other program managers. Interpretations, guidance and judgment on matters of policy, programs, resources, Executive and Legislative Branches' intent, etc., are essential to the Secretary and administrators alike. These discussions are one-on-one and need to be carried out directly, effectively, and in a timely fashion.

- The budget office is structured to advise and provide counsel to the agency administrators; respond to the needs of OBPA and the Office Management and Budget; members of Congress; Committees on Appropriations and their respective staffs and other private and public entities. The budget office serves as a focal point for coordination of responses and interactions with other offices and groups: Office of the Secretary, Under Secretaries, Legislative Affairs, state cooperators, commodity and other special interest groups.
- The budget offices and the Finance Office have specific functions and serve different clientele. These organizations should continue to be aligned separately under Agency management and the Administrative and Financial Management unit in ARS. The responsibilities and activities are distinct and separate. Through two separate and autonomous entities—a budget office and a Finance Office—the integrity of funds management through separate systems of checks and balances preserves an effective oversight of Agency appropriations and resources.

### **Centers of Excellence for Communications and Technology**

Given the current direction and pace of change, people living today and into the 21st century need access to lifelong learning, and to knowledge-based information readily adaptable to individual needs. Government must embrace new concepts about organizations that are important for the delivery of services to citizens (National Performance Review). This shift includes providing leadership to address information management and technology issues. To meet these communication, information, and technology needs and to best serve the diverse customers of the U.S. Department of Agriculture and the Land-Grant System requires the expertise of three Centers of Excellence and a Communications and Technology Coordinating Council.

The Center of Excellence for public affairs and FOIA is the ARS Information Staff.

The Center of Excellence for communication, technology, and distance education partnering with the Land-Grant System is the CSREES Communication, Technology, and Distance Education Staff.

The Center of Excellence for economic and statistical information is the ERS Information Services Division.

Two members from each of the REE agencies, plus the Office of Communication's Desk Officer for REE, will make up a Coordinating Council. The Council will coordinate matters



related to communication, information, and technology across and beyond agency lines. The Council will coordinate a unified approach and response to the REE Under Secretary mission area and USDA without creating a new superstructure or any new positions. The Communication and Technology Coordinating Council thus represents a streamlined, efficient use of human and physical resources in concert with the emphases of the National Information Infrastructure (NII) and the National Performance Review (NPR).

## **Administrative and Financial Management**

The consolidated Administrative and Financial Management unit (AFM) for the REE Agencies will report to the ARS Administrator. As the lead Agency, ARS will provide REE, ARS, NASS, CSREES, and ERS with administrative and financial management support services through reimbursable cross-servicing arrangements.

Staff years for the AFM are provided from ARS, CSREES, ERS, and NASS staff ceilings. Similarly, funds for the AFM are provided from ARS, CSREES, ERS, and NASS appropriations.

This organizational structure reflects the Secretary's decision to consolidate existing administrative units within each mission area.

The Deputy Administrator, AFM (DAFM), will report to the Administrator, ARS, and provide the high level of coordination and integration needed to provide a responsive and responsible administrative and fiscal service component to the Under Secretary, REE; the four Agency Administrators; the more than 10,000 REE employees; and external customers.

This position will assure that the objectives enunciated by the CFO Act are met; that the necessary coordination and integration of financial and administrative activities take place; that a strong and coordinated focus is maintained on all of the Secretary's reinvention activities; that we are positioned to support the goals and objectives outlined in the MAP Strategic Plan; and that we design an organization that is responsive to REE customer needs. The DAFM will free our Agency Administrators and the Under Secretary, REE, of the burdens of coordinating fiscal and administrative activities so they can focus their full attention on planning and executing the REE mission.

The Associate Deputy for Financial Management will serve as the Controller and will be responsible for budget execution, the financial aspects of grants management, and all other aspects of financial management.

The Associate Deputy for Administration will be responsible for the management of human resources, facilities, procurement and property, and administrative information technology.

The responsibility and accountability for coordinating and integrating these two separate functions, as necessary and appropriate, resides with the Deputy Administrator, Administrative and Financial Management (DAFM).



Organizational relationships and corresponding organizational charts are based on an overall assessment of the work load indicators determined by the administrative management staffs of the current REE agencies. These work load indicators were built through careful analysis of each administrative and financial management function. Opportunities for reengineered, streamlined processes provide the basis for the organizational and staffing recommendations contained in this package.

The AFM organizational design and operating structure is consistent with:

- Secretary Espy's stated objectives for the reorganization and reinvention of USDA;
- Assistant Secretary Townsend's "Administration and Financial Management Reorganization Planning Guidance" dated October 22, 1993;
- Vice President Gore's "Report of the National Performance Review" dated September 7, 1993;
- President Clinton's Executive Orders dated September 11, 1993, ("Streamlining the Bureaucracy," "Elimination of One-Half of Executive Branch Internal Regulations," and "Setting Customer Service Standards"), and October 1, 1993, ("Labor - Management Partnerships").
- Secretary Espy's speech on October 5, 1993, to the acquisition community calling for increased focus on oversight of contract administration; improving small/disadvantaged business (OSDBU) contracting programs; and improved Cost and Analysis in the acquisition arena.

### **Special REE Program Support Staffs**

Within the REE mission area organization are five special staffs that provide program and policy support to the REE Under Secretary and agencies, and in some cases to other USDA mission areas. Personnel that make up these staffs are drawn from REE or other USDA agencies. These personnel remain officially assigned to their parent agency for FTE and salary accounting purposes. The special staffs are:

- USDA Global Change Program Office-- serves as chief scientific advisor to Secretary and staff for environment and global change issues, coordinates USDA global change research, development and demonstration programs and represents the Department in interagency committees and international environmental fora. Consists of five FTE, all assigned to ARS.
- Office of Water Quality-- coordinates and provides technical assistance to USDA programs related to water quality research and extension within REE agencies and other mission areas. Consists of three FTE of which two are assigned to CSREES and one to ARS.

- Office of Agricultural Biotechnology-- coordinates biotechnology activities within USDA and between Departments. Provides executive secretary support and staff action to the Agricultural Biotechnology Research Advisory Committee, the Committee on Biotechnology in Agriculture and the Biotechnology Council. Serves as the focal point for information on agricultural biotechnology, provides policy support to the REE Under Secretary and agencies on biotechnology research. Consist of eight FTE, all assigned to CSREES.
- National Agricultural Pesticide Impact Assessment Program-- on behalf of all USDA agencies provides technical and economic benefit assessments and information on agricultural pesticides subject to EPA reregistration. Consists of 3 FTE of which two are assigned to ARS, and one to ERS.
- Office of REE Advisory Committees-- provides executive secretary support for Users Advisory Board, Joint Council of Food and Agricultural Sciences, and Agricultural Science Technology Review Board. Consists of two FTE, both assigned to CSREES.

## Field Structure



## RESEARCH, EDUCATION, AND ECONOMICS

### FIELD STRUCTURE

In reviewing the field structures for REE Agencies, only ARS and NASS have field structures. Current field office locations for both Agencies are based upon program mission requirements and cooperative/partnership relationships with State Departments of Agriculture, State agricultural experiment stations, and 1890 land-grant colleges. Opportunities for co-location of ARS and NASS field offices are not feasible. Reference Appendix F for the REE Field Office Review.

#### Agricultural Research Service (ARS)

Consistent with FY 1995 USDA appropriations, 10 lower priority field locations of ARS are being closed in FY 1995. Beginning in FY 1994, affected employees were provided career counseling. These locations are scheduled for closure within 45 days of the beginning of FY 1995 with all employees reassigned to positions with other ARS locations or off the rolls by the end of November 1994. Final disposition of land and facilities associated with these closures will be dependent upon work with Federal/State Environmental Agencies, necessary cleanup activities, and final certifications by the General Services Administration. Each location closure will be different in terms of actions needed. Pending final disposition of land and facilities, ARS will need to provide personnel and resources to manage closure, security, and contract activities for these locations. Final disposition could take as long as 3 years in some cases.

ARS is currently participating in the proposed Consolidated Administrative Service Center, USDA Fort Collins, Colorado Natural Resources Research Center (NRRC). ARS is working collaboratively with other USDA Agencies, Federal departments and Agencies in the Fort Collins area; the General Services Administration; and Colorado State University in identifying administrative functions and services which might be provided on a consolidated basis once facilities for such a center are constructed.

ARS and APHIS agreed to co-locate and consolidate research programs in recently completed, jointly planned, new laboratory facilities at the Plum Island Animal Disease Center at Orient Point, New York. ARS, APHIS, and the A-76 contract personnel are now better able to discuss mutual areas of interest and responsibility and plan strategically in meeting future management challenges at this unique island location.

Several ARS locations have consolidated their administrative support operations. Administrative staffs at one location services the needs of other geographically proximate locations, thus reducing the number of administrative offices and staffs.

Several ARS field laboratories/offices are co-located with our State partners and University



cooperators in University-owned space. Not only does this control costs, it facilitates the interactions between ARS and other important participants in the national agricultural matrix.

We continue to seek out opportunities to improve customer service, reduce costs, and maximize the efficiency of Agency operations at all levels of the organization.

### National Agricultural Statistics Service (NASS)

NASS is responsible for collection, summarization, and analysis of data from all U.S. farms and agricultural businesses. The Federal statistics program is structured to provide National and State level estimates for most commodities and county level estimates for specified commodities. The NASS agricultural statistics program is conducted through 45 field offices, or "State Statistical Offices" (SSO's), servicing all 50 States. NASS State offices are all operated under the supervision of a Federal employee known as the "State Statistician" with a core group of Federal employees. In addition, many offices have State paid employees who also operate under the general supervision of the State Statistician. Nearly two-thirds of the Agency's staff and resources are located in these offices.

NASS has long-standing cooperative agreements with State Departments of Agriculture and/or colleges and universities in all 50 States. Currently, State cooperators provide space for 24 of NASS' 45 SSO's and provide 212 employees that work cooperatively with the 733 Federal employees in the SSO's. These joint State-Federal programs prevent duplication of effort between State and Federal entities and provide State-level agricultural information that is statistically consistent with the national-level products. State funds allow NASS to meet special local needs for information and statistical services within the framework of the national program. This cooperation with the States generates information efficiently, lightens the reporting burden of farmers, ranchers, and agribusinesses, and maintains consistency and accuracy of information furnished by public agencies.

NASS collects data by mail, telephone, and personal interview. Over 4,000 office and field enumerators have been hired through a cooperative agreement with the National Association of State Departments of Agriculture (NASDA) which has been in place since 1972. This highly trained corps of enumerators and supervisors are the direct link with America's farmers and ranchers since they conduct telephone and face-to-face interviews and objectively count, measure, and observe crops. The foundation for the entire Federal statistics program is voluntary cooperation from farmers, ranchers, and agribusiness personnel. The level of cooperation within each State is directly related to NASS' presence.

In the field office evaluation done as part of the OMB/USDA "Other Agencies" review team activity, six NASS offices had point totals that exceeded 700. Five of these six offices are currently located in cooperator provided space, and in addition the cooperators provide significant resources including staff, travel funds, equipment, supplies, and supplemental funding. Because of the high degree of cooperative support in these individual offices, transfer of the functions to an office in another State could very well cost more and eliminate

State cooperator contributions. Additionally, more travel would be required to continue data collection activities, maintain survey quality, and provide customer service.

The activities of these six SSO's have been evaluated and a determination made that the current structure is the most efficient and effective structure for providing accurate and timely agricultural statistics. It is essential that continued rapport with cooperators, farmers, and others who provide primary data, data users, and other principals can be maintained. The New Hampshire SSO currently services the six New England States. This consolidation occurred because of continued poor State cooperator support, the geographic proximity of the six States involved, and the similar nature of agriculture in those States. Following are brief statements outlining the scope of each of these offices and potential impact of closing.

The Alaska SSO is staffed with two Federal employees and one State employee. The SSO is located in space provided by the University of Alaska Cooperative Extension Service. The first cooperative agreement was implemented in 1960 with the Alaska Department of Agriculture and the Extension Service. The University of Alaska is now also a part of this cooperative effort. The need to survey Alaska's 540 farm operations and provide State level statistics will continue, regardless of whether NASS has an office located in the State. Even though NASS' presence is small in relative terms, the Federal State Statistician personally knows many of the State's crop and livestock producers resulting in accurate and efficient gathering of information. Data collection is also accomplished by NASDA enumerators; however, the Alaska SSO is not directly involved with getting these enumerators paid. The Washington SSO provides the administrative support for Alaska enumerators by providing NASDA and its payroll company the necessary information for payment.

The Delaware SSO is staffed with one Federal employee. The office was opened in January 1989, at the request of the Delaware Department of Agriculture. The SSO is located in space provided by the Delaware Department of Agriculture, with whom NASS has had a cooperative agreement since 1979.

The need to survey Delaware's 2,500 farm operations and provide State-level statistics will continue, regardless of whether NASS has an office located in the State. However, the increased support from the poultry industry since the opening of this office, in particular the staff of Delmarva Poultry Industry, Inc., would deteriorate without a NASS presence. The loss of close contact with Delaware State University and the USDA Liaison would hamper NASS' involvement with USDA work force diversity efforts. The bulk of data collection is accomplished by NASDA enumerators; however, the Delaware SSO is not directly involved with getting these enumerators paid. The Maryland SSO provides the administrative support for Delaware enumerators by providing NASDA and its payrolling company the necessary information for payment.

The Hawaii SSO is staffed with 10 Federal employees and 9 State employees. The SSO is located in space provided by the Hawaii Department of Agriculture. The initial cooperative agreement was implemented in 1955 involving NASS and the Agricultural Extension Service



and now involves the Hawaii Department of Agriculture.

The need to survey Hawaii's 4,400 farm operations and provide State level statistics will continue, regardless of whether NASS has an office located in the State. However, producer response and support from the flower and nursery, vegetable, and fruit and nut industries would erode without a NASS presence. The bulk of data collection (85 percent) is accomplished by six full-time State Research Statisticians and three part-time State employees. The remainder of the data collection is done by NASDA enumerators through a cooperative agreement between NASS and NASDA, primarily gathering agricultural labor and floriculture information to support the Federal estimation program. The Hawaii SSO is directly involved with providing NASDA and its payrolling company the necessary information to get these enumerators paid.

The Nevada SSO is staffed with four Federal employees. The SSO is located in space provided by the University of Nevada. The initial cooperative agreement was implemented in 1967 involving NASS and the Nevada Department of Agriculture.

The need to survey Nevada's 2,400 farm operations and provide State level Statistics will continue, regardless of whether NASS has an office located in the State. However, the level of cooperation from the livestock and forage industry would shrink without a NASS presence. The bulk of data collection is accomplished by NASDA enumerators through a cooperative agreement between NASS and NASDA. In Nevada, there are as many as 11 enumerators collecting data at any one time throughout the State. The Nevada SSO is directly involved with providing NASDA and its payrolling company the necessary information to get these enumerators paid.

The New Jersey SSO is staffed with 12 Federal employees and 4 State employees. The SSO is located in space provided by the New Jersey Department of Agriculture with whom NASS has had a cooperative agreement since 1954.

The need to survey New Jersey's 8,400 farm operations and provide State level statistics will continue, regardless of whether NASS has an office located in the State. New Jersey agriculture is dominated by nursery, vegetable, and fruit crop production. Specialty commodity industry support is crucial to this effort and would decline without a NASS presence. Information on the State's important equine industry would also be threatened. The bulk of data collection is accomplished by NASDA enumerators through a cooperative agreement between NASS and NASDA. In New Jersey, there are as many as 39 enumerators collecting data at any one time throughout the State. The New Jersey SSO is directly involved with providing NASDA and its payrolling company the necessary information to get these enumerators paid.

The Wyoming SSO is staffed with 10 Federal employees. The SSO works closely with the Wyoming Department of Agriculture with whom NASS has had a cooperative agreement since 1925.

The need to survey Wyoming's 9,300 farm operations and provide State level statistics will continue, regardless of whether NASS has an office located in the State. The quality of livestock estimates would suffer without NASS' close contact with producers and industry personnel. The bulk of data collection is accomplished by NASDA enumerators through a cooperative agreement between NASS and NASDA. In Wyoming, there are as many as 45 enumerators collecting data at any one time throughout the State. The Wyoming SSO is directly involved with providing NASDA and its payrolling company the necessary information to get these enumerators paid.

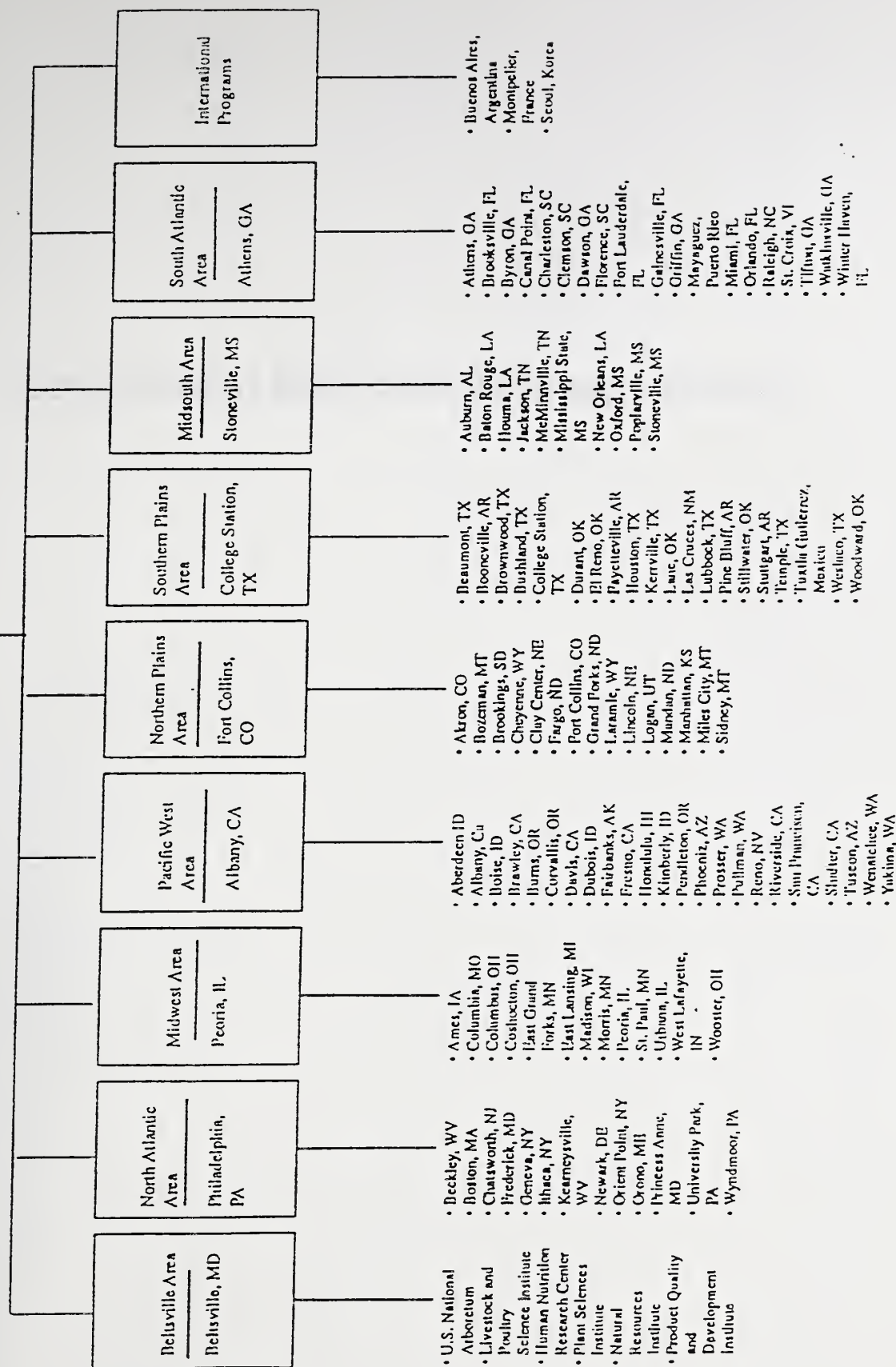
NASS management believes that its current State office arrangement which is decentralized and customer based is an effective, efficient, and responsive system; therefore, no significant changes are recommended or thought to be necessary. Since NASS offices are designed to service individual States, and have collocated offices with either Federal or State Agricultural Agencies wherever possible, it would not be prudent to further consolidate offices unless significant savings and/or increased productivity could be realized. NASS has studied the efficiencies of regionalization of certain functions and currently has a number of regional print and mailroom operations and objective yield laboratories operating on a regional basis. In addition, activities such as research and computer systems development and support are being operated from designated State offices where they have proven to be effective and cost efficient.

## NASS STATE STATISTICAL OFFICE LOCATIONS

Montgomery, Alabama	Lincoln, Nebraska
Palmer, Alaska	Reno, Nevada
Phoenix, Arizona	Concord, New Hampshire
Little Rock, Arkansas	Trenton, New Jersey
Sacramento, California	Las Cruces, New Mexico
Lakewood, Colorado	Albany, New York
Dover, Delaware	Raleigh, North Carolina
Orlando, Florida	Fargo, North Dakota
Athens, Georgia	Columbus, Ohio
Honolulu, Hawaii	Oklahoma City, Oklahoma
Boise, Idaho	Portland, Oregon
Springfield, Illinois	Harrisburg, Pennsylvania
West Lafayette, Indiana	Columbia, South Carolina
Des Moines, Iowa	Sioux Falls, South Dakota
Topeka, Kansas	Nashville, Tennessee
Louisville, Kentucky	Austin, Texas
Baton Rouge, Louisiana	Salt Lake City, Utah
Annapolis, Maryland	Richmond, Virginia
Lansing, Michigan	Olympia, Washington
St. Paul, Minnesota	Charleston, West Virginia
Jackson, Mississippi	Madison, Wisconsin
Columbia, Missouri	Cheyenne, Wyoming
Helena, Montana	



# ARS Field Structure





## **Consolidated REE Streamlining Narrative**



DEPARTMENT OF AGRICULTURE  
RESEARCH, EDUCATION AND ECONOMICS

FTE and STREAMLINING - FY 1993 to FY 1999

	FY 93 Base	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Amount	% of Reduction 93/99
FTEs	10822	10630	10341	10215	10074	9872	9580	-1242	-11.5%
Supervisors	1109	1083	951	893	850	807	785	-324	-29.2%
Supervisory Ratio	1:09	1:09	1:10	1:10	1:11	1:11	1:11		
Headquarters staff	1112	1098	997	994	976	950	931	-181	-16.3%
Personnel specialists	233	232	224	219	213	205	204	-29	-12.4%
Budget specialists	132	130	123	120	121	119	119	-13	-9.8%
Acquisition specialists	248	245	239	231	226	217	217	-31	-12.5%
Accountants & Auditors	219	218	206	205	200	195	193	-26	-11.9%
Organizational Layers	5	5	5	5	5	5	5		

WASHINGTON, D.C., METRO AREA VS OTHER

	FY 1993	1994	1995	1996	1997	1998	1999	Amount	Percent
DC Metro Area	2534	2445	2224	2102	2045	1987	1956	-578	-22.8%
Other	8288	8185	8117	8113	8028	7885	7624	-664	-8.0%
Total	10822	10630	10341	10215	10074	9872	9580	-1242	-11.5%

REDUCTIONS IN ADMINISTRATIVE\* POSITIONS

	FY 1993	1994	1995	1996	1997	1998	1999	Amount	Percent
Administrative	832	825	794	758	735	705	702	-130	-15.6%
Other	9990	9805	9547	9457	9339	9167	8878	-1112	-11.1%
Total	10822	10630	10341	10215	10074	9872	9580	-1242	-11.5%

\* Administrative is defined as the four targeted occupations: Personnel, Budget, Acquisition and Accounting

GS-14 AND ABOVE VS OTHER

	FY 1993	1994	1995	1996	1997	1998	1999	Amount	Percent
14 & Above	1712	1628	1582	1508	1486	1472	1447	-265	-15.5%
Other	9110	9002	8759	8707	8588	8400	8133	-977	-10.7%
Total	10822	10630	10341	10215	10074	9872	9580	-1242	-11.5%





## STREAMLINING RESEARCH, EDUCATION, AND ECONOMICS

The implementation of the reorganization plan for the Research, Education, and Economics (REE) mission area will result in significant streamlining in all of the REE Agencies. An overall employment reduction of 11.5% is projected by FY 1999 with the highest proportion of these reductions involving supervisory jobs, Headquarters positions, GS-14 and above positions, and targeted administrative categories (i.e., personnel specialists, budget specialists, acquisition specialists, accountants/auditors). The following summarizes the overall reductions:

<u>Category</u>	<u>Percentage Of Reduction By FY 1999</u>
Overall FTE's	11.5%
Supervisors	29.0%
Headquarters Staff	16.3%
D.C. Metro Area	22.8%
Administrative Positions	15.6%
Personnel Specialists	12.4%
Budget Specialists	9.8%
Acquisition Specialists	12.5%
Accountants & Auditors	11.9%
GS-14 & above positions	15.5%

The specific streamlining plans for the four REE Agencies are included in Appendix B. While each Agency is utilizing a number of mechanisms for effecting the streamlining targets, the following provides some of key aspects of these plans.

- Eight currently separate Agencies will be restructured to form four Agencies under a single Under Secretary for Research, Education, and Economics to achieve closer interaction among those programs and achieve administrative and managerial efficiencies. In past years the Agricultural Research Service, the largest of these Agencies and one of two with a field structure, eliminated an entire Regional management layer and reduced the number of Area Offices from 29 to 11. In doing so, 370 FTE were eliminated; the Agency overhead rate reduced from 14 percent to 10 percent; and \$14 million were returned to research laboratories for use on high priority research projects. The other REE Agencies have also successfully undertaken previous efforts to reduce staffing costs and increase administrative efficiencies.
- The cooperative research, education, and extension functions currently conducted by the Cooperative State Research Service and Extension Service will be consolidated into one Agency named the Cooperative State Research, Education, and Extension Service. This consolidation will result in the elimination of unnecessary duplication, redundancy, and overlap in subject-matter leadership. In addition to FTE savings,

consolidating similar program leadership and management functions will result in additional economy-of-scale savings in the executive, supervisory, and support positions that correspond to the program position savings. Staff reductions will begin in FY 1995 and continue into FY 1999.

- The National Agricultural Statistics Service will remain a distinct Agency. The Office of Energy was merged with the Economic Research Service, which will also remain a distinct Agency under Research, Education, and Economics. Of the Research, Education, and Economics Agencies, only the Agricultural Research Service and the National Agricultural Statistics Service have field structures. Field office locations for both Agencies are based upon defined program mission requirements assigned through authorizing legislation. Given their respective program missions; the nature of their cooperative relationships with State Departments of Agriculture, State agricultural experiment stations, and the land-grant university system; and their geographic separation, opportunities for co-locating Agricultural Research Service and National Agricultural Statistics Service field offices are considered minimal. Refer to Section 5 and Appendix F for more details.
- Effective October 1, 1995, programs and resources of the Human Nutrition Information Service previously performed as a Headquarters level function have been integrated as part of the Agricultural Research Service field organization.
- The Agricultural Research Service (ARS) will be merged with the National Agricultural Library (NAL) to form one Agency, ARS. This has provided some limited opportunity for consolidation and merger of the Headquarters program planning and coordination staff.
- The Economic Research Service has already undertaken a significant internal reorganization which will result in an overall staffing reduction of 22% and double the span of control for supervision from 1:5 to 1:10.
- Strategic planning, which has been a historical part of individual Research, Education, and Economics Agency management, will continue. The Agricultural Research Service's 6-Year Program Plan (FY 1992 - 1998) is a principal means of informing Agency employees, customers, and cooperators of the Agency's research program objectives. This plan is under review and will be revised and incorporated in the strategic planning process of the new National Agricultural Library. The National Agricultural Statistics Service completed a strategic planning effort in FY 1994 in order to meet the goals established by the National Performance Review. The Economic Research Service completed a strategic planning effort in FY 1994, which has resulted in an internal restructuring of the Agency. The Cooperative State Research, Education, and Extension Service will be establishing a strategic planning effort to improve the overall effectiveness and efficiency of the research and education programs.



These planning efforts, which will continue throughout Research, Education, and Economics in FY 1995 and beyond, will result in realignment of programs to better address new priority missions of the Department. For example, for FY 1996 the Department approved the development and implementation of a new environmental statistics program that addresses chemical issues, including the measurement of Integrated Pest Management (IPM). This program will place demands on staff resources especially during the startup and development phase. Expansion in this statistical program will depend on resources. Therefore, NASS plans to redirect savings through streamlining to improve the data available on rural America.

- Opportunities to re-engineer program and administrative processes are being pursued through employee-led process improvement teams utilizing the principles of Total Quality Management and reinventing government. Reinvention laboratories are also being utilized to study more user friendly and efficient service delivery opportunities. Lessons learned through reinvention laboratories will be applied in making both process and policy changes aimed at improving customer service. In addition, REE staff will continue active participation in Modernization of Administrative Process and FISVIS initiatives.
- Technology will continue to play an important role in improving customer service delivery, reducing costs, and improving overall operating efficiency. Information Engineering was initiated in 1993 and 1994 and will continue to be used by Research, Education, and Economics Agencies to analyze information management needs and priorities. Development of an information strategy plan for the Research, Education, and Economics mission area will be completed early in FY 1995.

**FTE Reductions:** The streamlining initiatives within the REE mission area will result in an overall reduction of 11.5% by FY 1999. Some primary mechanisms for achieving these reductions include the following:

The three current administrative management units of the Agricultural Research Service, Extension Service, and the Economics Management Staff will be consolidated to form a single Administrative and Financial Management unit serving all Agencies of the Research, Education, and Economics mission area. Significant staff reductions in administrative positions are projected to closely follow staff reductions in other units of Research, Education, and Economics in the FY 1995 and FY 1996 timeframe as the need for support requirements decline.

Consistent with FY 1995 USDA appropriations, 10 lower priority field locations of the Agricultural Research Service will be closed in FY 1995. Beginning in FY 1994, affected employees were provided career counseling. Additionally, regular communications have been established with the unions, which include employees affected by these closures and will continue throughout this process. These locations are scheduled for closure within 45 days of the beginning of FY 1995 with all



employees reassigned to positions with other ARS locations or off the rolls by the end of November 1994. Final disposition of land and facilities associated with these closures will be dependent upon work with Federal/State environmental agencies, necessary cleanup activities, and final certifications by the General Services Administration. Final disposition could take as long as 3 years in some cases.

The Research, Education, and Economics Agencies have established a vacancy management plan. Through this plan, opportunities for job restructuring, employee reassignment, and external recruitment can be monitored and managed to meet critical skills requirements within projected staffing reduction targets. In early FY 1995, some Research, Education, and Economics Agencies will utilize the buyout authority to achieve further staff reductions. Vacancy management combined with the current rate of attrition and use of early out retirement and buyout authority are expected to result in achievement of reductions in Headquarters staffing including the four targeted administrative management occupations as reported separately in the streamlining plan for Research, Education, and Economics Agencies.

The Secretary's previous proposal to consolidate the Agricultural Research Service, Cooperative State Research Service, Extension Service, and National Agricultural Library into one Agency, Agricultural Research and Education Service provided opportunities for additional reductions. The approved reorganization legislation established two Agencies, the Cooperative State Research, Education, and Extension Service and the Agricultural Research Service. Consequently, certain economies of scale are no longer available.

**Administrative Management Positions:** An overall reduction of 15.6% is projected. While significant reductions in the four targeted administrative management occupations will be accomplished through implementation of this streamlining plan for Research, Education, and Economics, the 50-percent reductions proposed by the Office of Management and Budget will have significant negative impacts upon essential operations in support of Research, Education, and Economics programs, employees, other Federal agencies; State partners/cooperators, the land-grant university system; 1890 institutions, and our suppliers. These impacts are discussed for each of the targeted administrative occupations as follows:

**Personnel Specialists:** An overall reduction of 12 percent by FY 1999 is projected. FTE reductions beyond those reported in the FTE and Streamlining Plan would negatively impact personnel management services for Research, Education, and Economics employees, scientific staff, and State partners. For example, the Research Position Evaluation System (RPES) involves complex interactions between personnel specialists, scientists, and scientific peer evaluators both internal and external to Research, Education, and Economics. The RPES system is the basis for measuring and classifying individual scientific positions and is unique to the Agricultural Research Service. Personnel specialists manage this process to assure all

accomplishments of individual scientists are properly taken into account as measured by their scientific peers. The results of the RPES review process establishes the grade level of scientists under review so that they may be properly compensated and recognized for their contributions to science, and, specifically, their individual impact upon accomplishment of the Research, Education, and Economics research mission. Operation of the RPES system requires specific personnel management skills beyond those associated with classification of typically repetitive positions using established classification standards. Further, it is the RPES system which proves attractive to prospective scientific employees as it provides a mechanism for advancement solely dependent upon their impact on the job through peer recognized research accomplishments. Reductions in the availability of personnel management specialists schooled in the RPES system and its operations could negatively impact this important personnel management program.

Additionally, proposed personnel management staffing is required to maintain support services to a wide network of State Extension and Cooperative Research employees. The Extension Service's personnel management staff currently provides support to approximately 9,000 State Extension Agents on Schedule A appointments, and benefits counselling and management information to more than 16,000 professional Cooperative Extension Service employees located at the land-grant university and county level throughout the country. This includes partners and cooperators at the 74 Land-Grant Universities. The personnel services provided through these programs are highly rated by our cooperators. Further reductions in personnel management specialists beyond those projected by Research, Education, and Economics would be counterproductive to continued delivery of services to our partners.

Finally, personnel management services for Research, Education, and Economics is organized on a Service Team basis. This arrangement provides one-stop shopping for customers, and achieves economies of scale in terms of personnel specialist resources. Further reductions in personnel management staffing will negatively impact the viability of the Service Team arrangement in that needed skill mixes to accommodate customer needs may not be available.

**Budget Specialists:** An overall reduction of 10 percent is projected. FTE reductions beyond those reported in the FTE and Streamlining Plan would negatively impact budget execution activities of Research, Education, and Economics. Projected staffing levels are needed to respond to the Chief Financial Officer's Act and to effectively respond to Congressional mandates. This is particularly true in areas such as research accountability and major facility construction initiatives. For example, several years ago the Agriculture Appropriations Committee recommended several changes in budget execution and accountability for the agricultural research and education mission area. In responding to these recommendations, budget staffing and systems were put in place. These changes subsequently resulted in the positive Congressional relations enjoyed today. A key part of this effort was improved



management of the Current Research Information System (CRIS) for tracking and reporting on individual research projects and budgets. This system monitors approximately 1,300 internally funded research projects and another 2,000 externally funded (reimbursable/trust fund agreements, cooperative agreements, etc.) research projects for which budget execution and accountability must be maintained.

Similarly, Congress provides funding for new facilities design and construction, and facility repair and maintenance each year. Budget specialists working closely with facilities engineers, contract specialists, internal accountants, and Congress assure effective budget execution and accountability for these funds which this year reached \$32.7 million for new design and construction and \$14.3 million for repair and maintenance. As indicated by the Congress, effective budget execution and timely reporting of project status and funding expenditures is required to sustain needed appropriations for upgrading the research laboratory infrastructure of the Agricultural Research Service.

In addition, the grants and agreements program of the Cooperative State Research, Education, and Extension Service processes approximately \$900 million annually. Budget specialists are required to coordinate Agency budgets with those of other Agencies, the Department, the Office of Management and Budget, and the Congress. Recent years have demonstrated increased workloads in the competitive grants and agreements area. This trend is expected to continue in future years. Effective budget execution and accountability are critical to accomplishing this increasing workload and the program missions.

Further reductions in budget specialists will negatively impact the viability of budget execution and accountability for the Research, Education, and Economics mission area.

**Acquisition Specialists:** An overall reduction of 12 percent is projected by FY 1999. FTE reductions beyond those reported in the FTE and Streamlining Plan for Research, Education, and Economics would negatively impact the ability to provide adequate support services in major service contracting, major equipment acquisition, major construction contracting and cooperative agreements processing.

Acquisition activities include complex contract negotiations and large dollar acquisitions of unique service contracts, research equipment, and multi-party cooperative agreements with State partners and industry. For example, the Agricultural Research Service has negotiated A-76 contracts for approximately 325 FTE's of effort for services ranging from facilities management to grounds maintenance. The acquisition process was also used to negotiate a Government-Owned, Contractor-Operated (GOCO) contract with Tufts University for the conduct of research at the USDA Human Nutrition Research Laboratory on Aging in Boston, Massachusetts. Through this unique GOCO contract, approximately 178 FTE's of

effort is obtained in response to Congressional direction where Federal FTE's were not available.

In addition, the Research, Education, and Economics Agencies negotiate numerous research support agreements and specific cooperative agreements involving State and university cooperators in cooperative projects where a mutuality of interest exists. Through this process, it is estimated that approximately 1,273 FTE's of effort is obtained through specific cooperative agreements and approximately 1,700 FTE's of effort is obtained through research support agreements.

These types of contracts and negotiated agreements require not only staff schooled in the technical aspects of acquisition and contract law, but also staff who are familiar with the unique requirements of a research organization with interactive working relationship with a wide range of customers, suppliers, and partners (i.e., land-grant universities; agriculture experiment stations; and agricultural associations and user groups; and private industry).

The construction acquisition role was described earlier under the discussion of budget specialists. Again, this is a major activity area unique to Research, Education, and Economics which requires more than typical small purchasing skills. This function is critical to accomplishment of the Research, Education, and Economics program missions.

Further reductions in acquisition specialists will negatively impact the ability to provide the higher level acquisition skills needed to support the acquisition requirements of Research, Education, and Economics programs.

**Accountants and Auditors:** An overall reduction of 12 percent is projected by FY 1999. FTE reductions beyond those reported would negatively impact the ability to adequately meet requirements of the Chief Financial Officer's Act and the ability to provide the level of accountability for financial resources necessary to effective and efficient management decisionmaking.

The CFO Act and accompanying requirements to prepare and certify annual financial statements has resulted in an increase in external Agency audits and a need for greater emphasis on managing official records including monthly and annual official reports. Further, PL 101.510 of 1990, which disestablished the previous "M" account, places significant emphasis on the need to maintain detailed accounting records for 5 rather than 2 prior years of official accountability and certification.

The recent Government Performance and Results Act (GPRA) will require even more levels of accountability as well as financial reporting to ensure accurate measurement of performance as it applies to our budget.



Finally, as indicated under the discussion of budget specialists, accountants will be needed to meet the demands for accountability by Congress as related to both internal and external program activities and budgets. (See budget specialist discussion for details.)

For these reasons, further reductions in accountants beyond those reported for Research, Education, and Economics would be detrimental to effective financial management and, therefore, considered unfeasible.

**Supervisory Ratio 1:11:** The Research, Education, and Economics supervisor to employee ratio is projected to decrease from 1:9 to 1:11 by FY 1999. Given the program requirements of Research, Education, and Economics and the nature of "supervisory" work this ratio seems most feasible. When other factors are taken into account, a case could be made that the actual supervisory ratio is greater than 1:15.

For example, while the scientific staff of the Agricultural Research Service is included in the definition of supervisor, it is estimated that less than 30 percent of their time is spent on supervisory duties. These duties are more programmatic than administrative in nature. Further, recognizing that the grade levels of scientists are not based on supervisory duties but rather on their scientific accomplishments, it is probably not correct to categorize them as supervisors in the traditional sense. Time spent on "supervisory" activities includes time spent administering service contracts or overseeing technical activities of cooperative employees working under State supervisors. A case can be made that these are program related duties as opposed to what is normally classified as administrative supervision. However, given the operative definition of supervisor used by OMB, scientists are included in the supervisory ratio. The basic mission of the Agricultural Research Service is to do research. We must free our scientists from administrative duties, including supervisory duties, so that they can concentrate their efforts on conducting good research. To do so will require the level of "supervisors" proposed in the 1:11 ratio. Otherwise these duties will fall upon the shoulders of the scientific work force to the detriment of their central research mission.

Further examples of efforts to reduce the supervisory ratio of Research, Education, and Economics include:

- During FY 1995, procurement reform will allow greater delegations of procurement authority in the area of small purchasing. Greater use of credit card transactions and electronic commerce will improve process efficiency and greatly facilitate vendor/supplier transactions.
- The reduction of organizational layers within the Cooperative State Research, Education, and Extension Service; Economic Research Service; and National Agricultural Statistics Services.

- Increased delegations of property management authority to the field location level in FY 1995 will eliminate unnecessary oversight and processing by higher levels of the organization.
- Location managers will continue to utilize the flexibility afforded under the OPM-approved "USDA Demonstration Project" in recruitment for selected categories of employees. This authority will be utilized throughout the Research, Education, and Economics mission area if approved by the Office of Personnel Management and the Department.

**Headquarters Positions:** An overall reduction of 16 percent is projected. Based on the mission of the REE agencies, a high percentage of the positions meet the OMB definition for Headquarters. Further reductions would have a substantial adverse effect on the program and financial management responsibilities for these Agencies.

**D.C. Metropolitan Area:** An overall reduction of 22 percent is projected which is more than double the reduction for positions outside the D.C. area. This level of reduction can be achieved based on the high concentration of administrative, Headquarters, supervisory, and grades 14 and above positions in the D.C. Metropolitan Area.

**Grades 14 and above positions:** An overall reduction of 15 percent is projected. It should be noted that 85 percent of the Research, Education, and Economics positions at grade 14 and above are research scientists. Again, scientist positions are graded using the Research Position Evaluation Guide. As such, scientist grades are based on the impact of the person on the job as judged by a panel of peer review scientists. This grading system and structure is central to obtaining and retaining a viable scientific work force. To restrict grade advancement to grade 14 and above through peer review of scientific accomplishment would prove devastating to the research mission of Research, Education, and Economics. A comparable review process is used to determine grade advancement within the Cooperative State Research, Education, and Extension Service; Economic Research Service; and the National Agricultural Statistics Service.



## Implementation Plan





## RESEARCH, EDUCATION, AND ECONOMICS

### IMPLEMENTATION PLAN

Once Secretary Espy approved the reorganization plan for Research, Education, and Economics in November 1993, the Agencies involved formed a Transition Planning Team to address the broad issues, concerns, and other actions which would have to be taken to implement the new organization. This team established a series of functional subgroups to identify issues and actions in their functional area and to estimate the time required to complete them.

The Transition Planning Team consolidated the subgroup reports and issued the initial REE Implementation Plan in March 1994. The plan included a series of actions the team thought should be worked on immediately as well as decisions and actions which could only be taken after congressional approval of the Secretary's plan.

In the 7 months since this plan was completed, the REE Agencies have worked with NFC and Departmental staff to establish systems access and codes for personnel, payroll, and other systems; began work on laying out the issues surrounding the employee reassignment process; initiated an inventory of administrative systems and databases; updated space and property inventories; and carried out an information exchange program where administrative employees from all the REE Agencies met to exchange information about operating practices, policies, and procedures.

In the year ahead, every effort will be made to make the REE reorganization operational in the shortest period of time practicable.

During this transition period, we will make several key staff appointments as soon as possible in order to facilitate the overall process of reorganization decisionmaking. However, permanent appointments of all REE employees, beyond their initial mass transfer, is expected to require several additional months to accomplish. This is due to the need to reengineer and streamline business processes, implement employee cross training for new positions, and development of new position descriptions and performance plans. We are also committed to accomplishing the overall REE staff reductions without the use of reduction-in-force procedures. Therefore, time will be required to accomplish targeted staff reductions through attrition, voluntary retirements, early out/buyout retirements, and job restructuring.

The implementation plan presented here represents the remaining key actions and decisions that need to be taken to complete the REE reorganization.



# REE IMPLEMENTATION PLAN

	11/94	12/94	1/95	2/95	3/95	4/95	5/95	6/95	7/95	8/95	9/95	FY 96	FY 97
<b>Required Decisions and Actions</b>													
Obtain Departmental approval of DR 1010 package.	—	—											
Fill key leadership positions.	—	—	—	—									
Publish <i>Federal Register</i> delegations of authority to the Under Secretary and administrators that are necessary to carry out REE programs.	—	—	—	—									
Establish REE Board of Directors, including Departmental ex-officio members (Assistant Secretary for Administration, Chief Financial Officer, Executive Assistant for Civil Rights) to review key management issues.		—											
Develop and implement a communications plan to inform employees, internal and external customers, and cooperators of changes in programs, policies, procedures, and points of contact. <sup>1 2</sup>	—												
Mass change employees to new organizations.		—	—										
Establish employee advisory group to gather employee input to the process of employee assignments within the REE organizations.		—	—										
Make permanent employee assignments within the REE organizations.				—									

<sup>1</sup>Plan should be completed in the first 3-4 months; implementation is ongoing.

<sup>2</sup>Where actions have a direct impact on bargaining unit employees, prior notification and opportunity to negotiate will be provided.





# REE IMPLEMENTATION PLAN

	11/94	12/94	1/95	2/95	3/95	4/95	5/95	6/95	7/95	8/95	9/95	FY 96	FY 97
Obtain and assign delegations of authority necessary for administrative programs (e.g., Head of Contracting Authority, employment/classification authority, CFO, Certifying Officers, etc.)													
Lead agencies and centers of excellence (e.g., AFM, Civil Rights, Public Affairs and FOIA, Distance Education) meet with clients to discuss service needs; clarify roles, responsibilities and working relationships; and develop cross-servicing arrangements.													
Develop a consolidated internal control program (e.g., audit resolution, Consolidated Review Program, FMFIA vulnerability assessment process, CFO Act requirements).													
Establish new NPC accounting codes and access to other administrative and financial systems (e.g., Treasury, OMB, GSA, HHS). <sup>3</sup>													
Integrate technology so that REE agencies can communicate and share data bases and information systems.													
Establish a team to develop a comprehensive space and relocation plan for the REE agencies.													
Develop a consolidated directives system and issue integrated policies and procedures.													

<sup>3</sup>New financial codes need to be established to coincide with the start of the Fiscal Year.



## **Minority Impact Statement**





## MINORITY IMPACT STATEMENT

The specific impact on minorities and women due to the proposed reorganization of Research, Education, and Economics (REE) cannot be accurately assessed until the reorganization is actually implemented. This is due to uncertainties related to what programs and positions will be impacted in the final analysis and the unpredictability of individual employee decisions related to retirements (i.e., early out, buyouts), attrition, and placement opportunities for impacted employees.

However, a number of steps have been taken to mitigate, to the extent possible, the overall impact of these proposals on minorities and women. These include:

1. The composition of the REE Reorganization Team was carefully balanced to include a truly representative cross section of individuals in terms of race, sex, ethnicity, grade level, and occupation.
2. Emphasis has been placed on organizational configurations and proposals that will offer the greatest opportunity for cross training, expanded career paths, and higher graded positions due to expanded duties and responsibilities associated with "generalist" types of positions. These objectives are consistent with the tenets of "Reinventing Government" and Vice President Gore's National Performance Review.
3. The Acting Assistant Secretary, Science and Education, in collaboration with the Acting Assistant Secretary, Office of Economics, established a Human Resource Review Board (HRRB) covering all personnel actions in the proposed Research, Education, and Economics Agencies. A major objective of the HRRB is to retain as much flexibility as possible to effectively place employees impacted by the REE reorganization. Key considerations of the Board include maintaining a culturally diverse work force in accordance with the Secretary's guidelines for "rightsizing" the Department. The Board has been in place since October 1993.

Recognizing minority and women comprise proportionately higher numbers in the OMB defined administrative occupations, there will be a disproportionate impact on those groups. However, the REE reorganizational proposal will permit minorities, women as well as other employees to find greater opportunity for career enhancement and assignments which are challenging and rewarding. This is consistent with Secretary Espy's objective to create Team USDA as a culturally diverse work force.

4. The REE reorganization group's reorganization proposal is consistent with all Departmental EEO guidance including the recently issued Directive on "Minority Impact Analysis." The proposal is also consistent with Secretary Espy's guidance that reorganizations be conducted without using reduction-in-force procedures to the extent possible.

Planned outplacement efforts will include planning advisory services and "how-to" assistance to affected employees in preparing and updating SF-171's, resumes, or other qualification documents; providing opportunities for attendance at OPM/USDA seminars conducted on how to prepare these documents; publicizing internal employment opportunities through vacancy announcements, internal job fairs, administrative news letters, etc., and ensuring that employees are made aware of other Federal job opportunities through the distribution of OPM's Federal Job Opportunities Listings.

## APPENDIX

Current Organization Charts . . . . .	A
Agency Streamlining Narratives . . . . .	B
Agricultural Research Service - 1010 . . . . .	C
Cooperative State Research, Education, and Extension Service - 1010 . . . . .	D
Economic Research Service - 1010 . . . . .	E
National Agricultural Statistics Service - 1010 . . . . .	F
Field Office Review . . . . .	G
Schedule of Delegations of Authority (Reserved) . . . . .	H
Incidental Transfer Agreements (Reserved) . . . . .	I





## **Current Organization Charts**



## CURRENT AGENCY ORGANIZATION CHARTS

Agricultural Research Service

National Agricultural Library

Cooperative State Research Service

Extension Service

Economics Research Service

Office of Energy

National Agricultural Statistics Service

Economics Management Staff

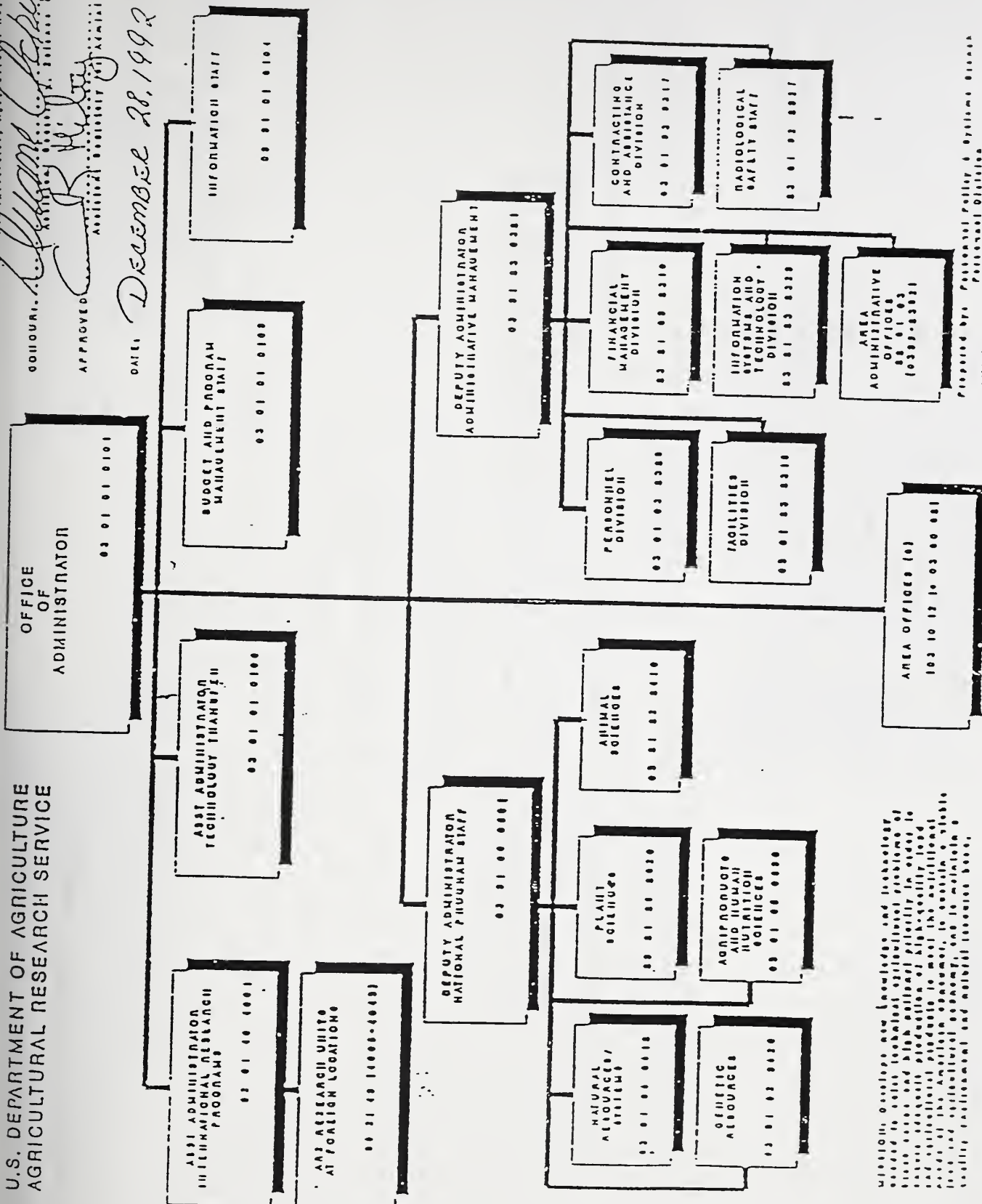
November 9, 1994





# U.S. DEPARTMENT OF AGRICULTURE AGRICULTURAL RESEARCH SERVICE

RECOMMENDED BY *William R. H. H. H.*  
 APPROVED BY *William R. H. H. H.*  
 DATE: *DECEMBER 28, 1992*



MISSION: conduct new knowledge and technology  
 needed to solve technology application problems of  
 basic and applied research in order to  
 develop and disseminate information and  
 educational programs to meet the national  
 needs of the American economy, to develop a  
 better environment and a better society.

Prepared by: Personnel Policy & Systems Branch  
 Personnel Division  
 SUPERSEDES CHART DATED OCTOBER 21, 1991



S. DEPARTMENT OF AGRICULTURE  
NATIONAL AGRICULTURAL LIBRARY

RECOMMENDED:

*Joseph L. Howard*  
Director, National Agricultural Library

CONCUR:

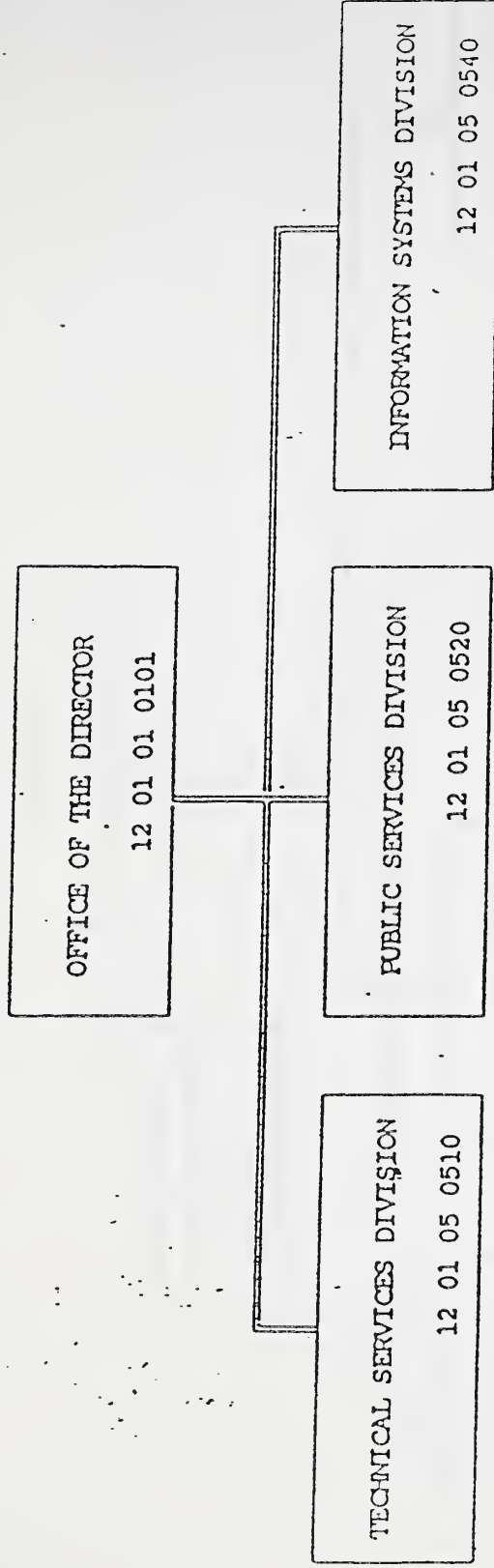
*Charles G. Henry*  
Assistant Secretary, Science and Education

APPROVED:

*Adis M. Vili* 8/17/90  
Assistant Secretary for Administration

DATE:

AUG 28 1990



MISSION: The National Agricultural Library (NAL) serves as the Nation's chief Agricultural Information resource. It provides agricultural information products and services through traditional library functions and through modern electronic dissemination to agencies of the USDA, public organizations, and individuals. The NAL coordinates a national network of public and private libraries consisting of the land-grant colleges and universities, other state supported colleges and universities, other state supported colleges and universities with agriculturally related programs, other public organizations, industry, and other private sector organizations. The NAL provides a leadership role in U.S. participation in international agricultural library and information system and in efforts to promote worldwide availability of agricultural information.

Revised chart dated January 29, 1988

Prepared by the Personnel Policy and  
Personnel Branch, Personnel Division, ARS





# U.S. DEPARTMENT OF AGRICULTURE COOPERATIVE STATE RESEARCH SERVICE

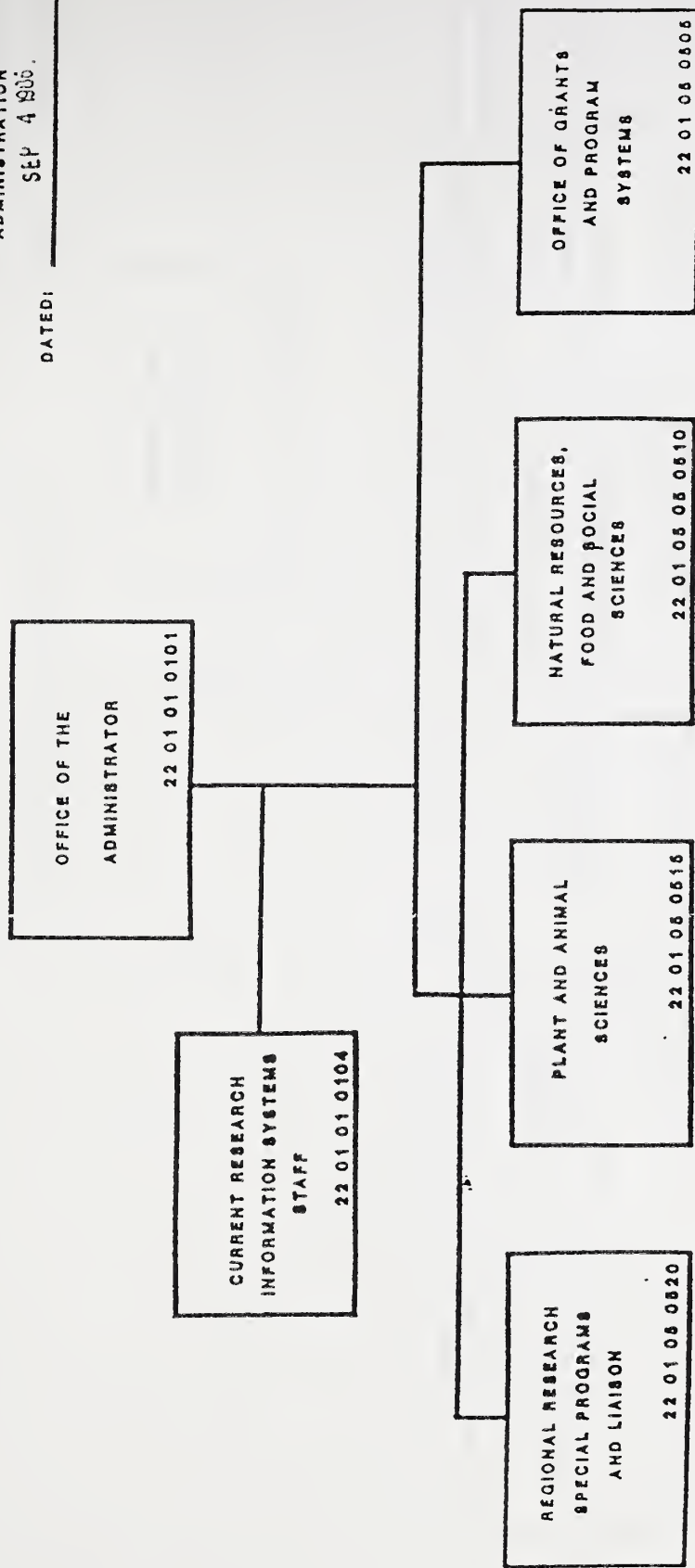
Supersedes chart dated May 12, 1963

RECOMMENDED: *John Patrick Hyde*  
ADMINISTRATOR, COOPERATIVE STATE  
RESEARCH SERVICE

CONCURRED: *Orville B. Berthel*  
ASSISTANT SECRETARY, SCIENCE AND  
EDUCATION

APPROVED: *Charles T. Grogan*  
ASSISTANT SECRETARY FOR  
ADMINISTRATION  
SEP 4 1965

DATED:



MISSION: Administers the Acts of Congress for agricultural research conducted by the State agricultural experiment stations, colleges of veterinary medicine, 1890 land-grant institutions and Tuskegee University, approved schools of forestry and other eligible institutions in support of the efficient production, marketing, distribution, and utilization of crops and livestock, improvement of foods and human nutrition, the effective management of natural resources and enhancement of rural America in their broad aspects including meeting the needs of the consumer and the people in rural America; also administers a program of competitive grants to State agricultural experiment stations, colleges and universities, other research institutes and organizations, Federal agencies, private organizations or corporations and individuals to promote research in food, agricultural and related areas.



UNITED STATES DEPARTMENT OF AGRICULTURE

EXTENSION SERVICE

RECOMMENDED:

*Myron D. Smith*  
Administrator, Extension Service

CONCUR:

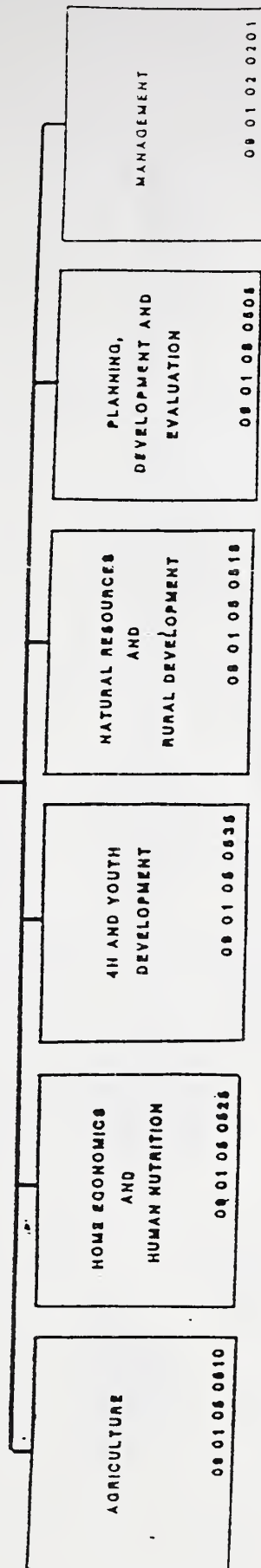
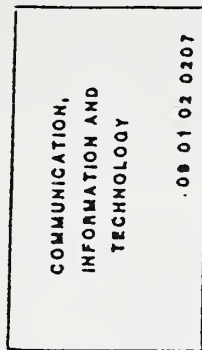
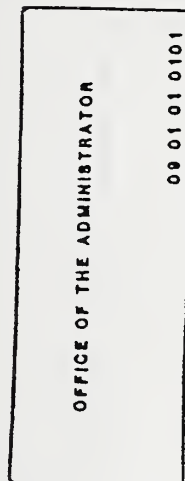
*Orville B. Smith*  
Assistant Secretary, Science and Education

APPROVED:

*John S. Harker*  
Assistant Secretary for Administration

DATE:

*Aug. 19, 1988*



MISSION: Extension Service, U.S. Department of Agriculture, is the Federal partner of the Cooperative Extension System. The mission of the Extension Service is to secure an effective nationwide Cooperative Extension System that is responsive to priority needs and the Federal interests and policies with quality information, education, and problem-solving programs. The Cooperative Extension System helps people improve their lives through an education process which uses scientific knowledge focused on issues and needs.





# U.S. DEPARTMENT OF AGRICULTURE ECONOMIC RESEARCH SERVICE

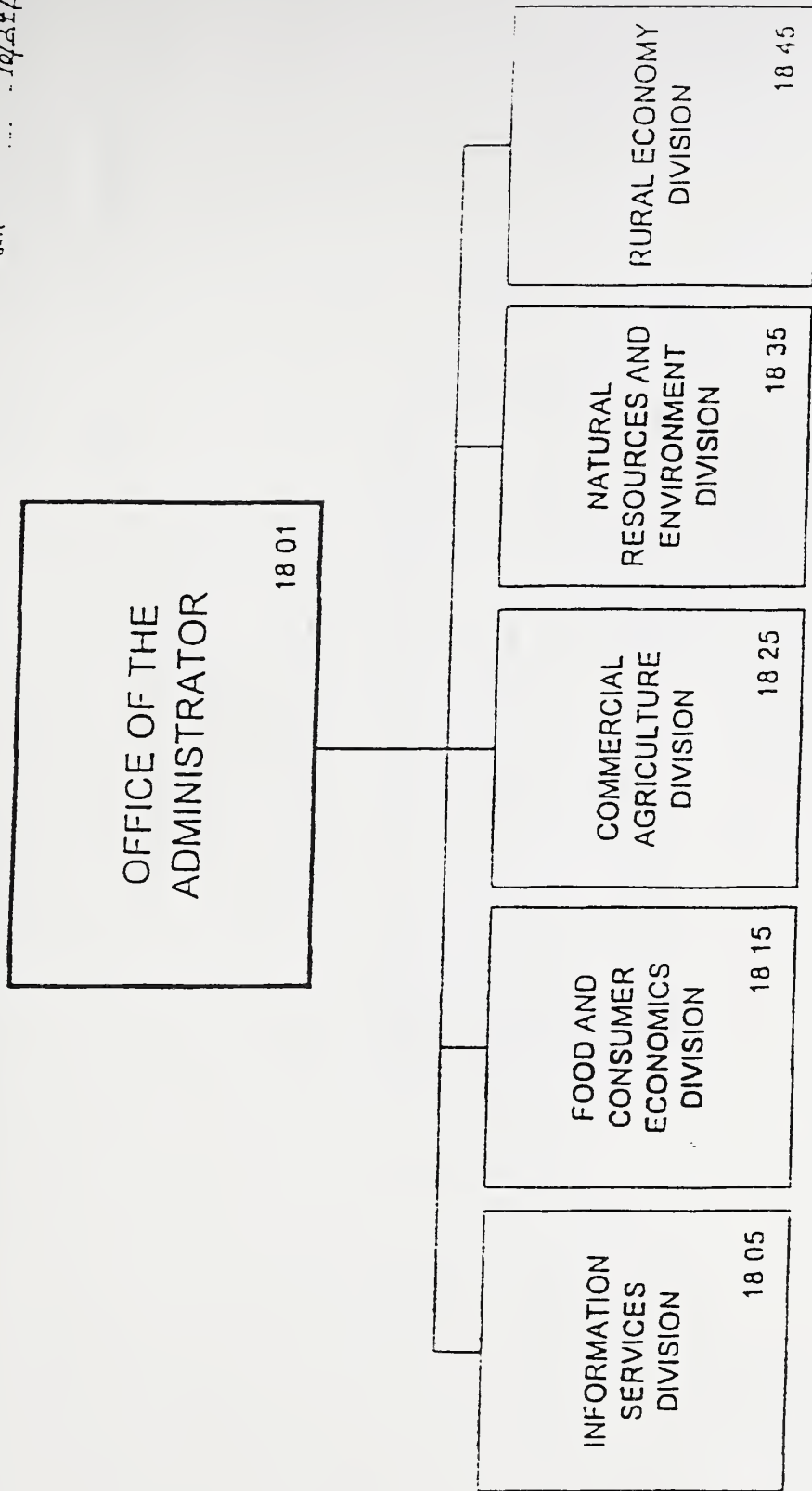
RECOMMENDED

CONCURRED

APPROVED

DATE

*Keith Collins*  
10/24/94



The Economic Research Service (ERS) provides economic and other social science information and analysis for public and private decisions on agriculture, food, natural resources, and rural America. A program of economic and social science research, analysis, and data dissemination supports decisions by the Executive Branch, the U.S. Congress, environmental, consumer and public interest groups, including farm and industry groups, and the general public.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF ENERGY

Recommended:

*Paul E. Smith, Chm.*  
Director, Office of Energy

Concurred:

*William B. Clark*

Assistant Secretary for Economics

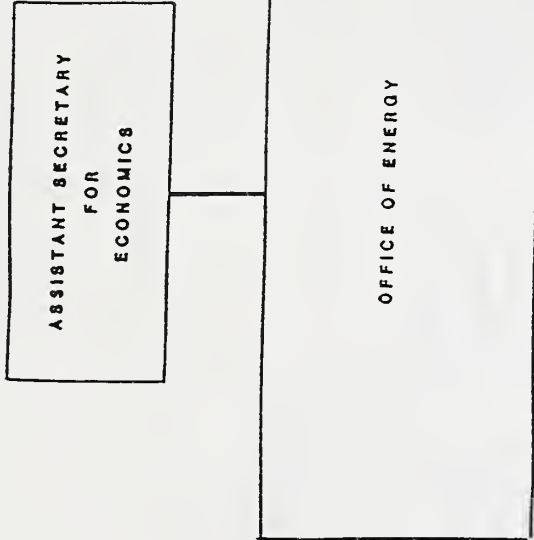
Approved:

*C. W. Schuster*

Deputy Assistant Secretary  
for Administration

Date:

DEC 17 1961



26

The Office of Energy serves as a focal point for all USDA energy and energy-related policy development, coordination and evaluation including the allocation of scarce resources.

NEW CHART

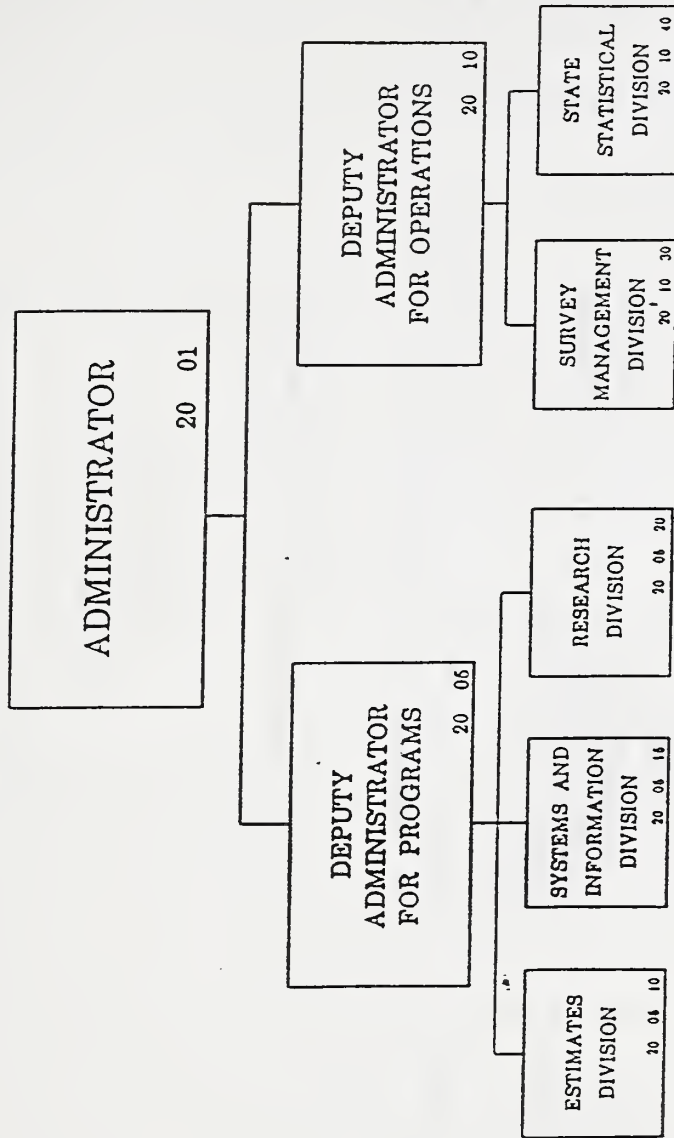




# U. S. DEPARTMENT OF AGRICULTURE

## NATIONAL AGRICULTURAL STATISTICS SERVICE

RECOMMENDED: Richard T. Administrator  
 CONCURRED: Daniel R. Summer  
 (Acting Assistant Secretary for Economics)  
 APPROVED BY: Charles R. Kelly  
 (Assistant Secretary for Administration)  
 DATE: May 12, 1993



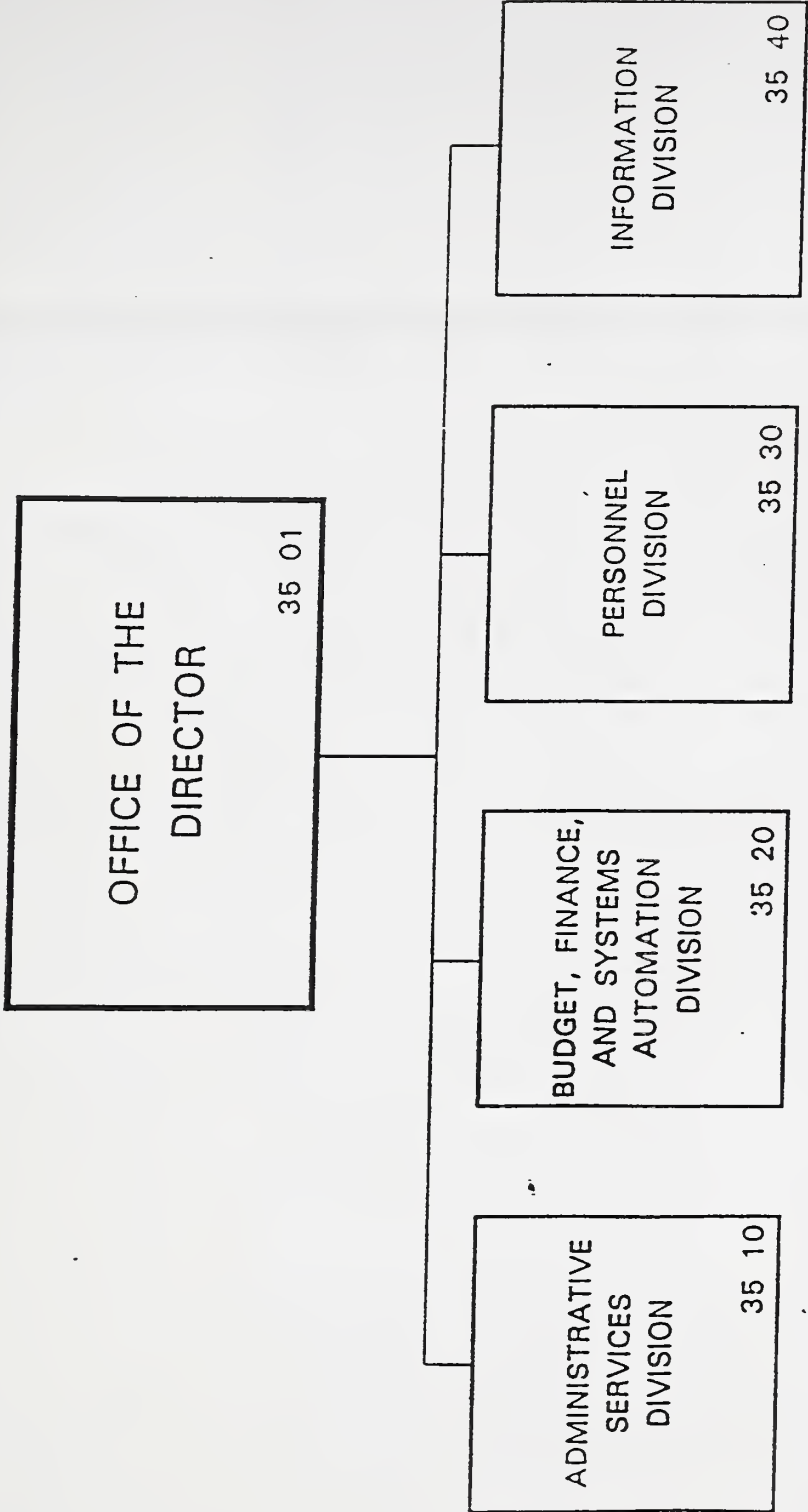
The mission of the National Agricultural Statistics Service is to administer the Department's program of collecting and publishing national and state agricultural statistics data developed by the Service on food and agriculture which are essential to farmers, processors and producers in making production and marketing decisions and legislative and administrative programs in developing and administering agricultural programs. Data provided by the Service are basic to economic research and analysis, consumer programs and other agricultural research.

SUPERSEDES CHART DATED  
 SEPTEMBER 20, 1988



U. S. DEPARTMENT OF AGRICULTURE  
ECONOMICS MANAGEMENT STAFF

RECOMMENDED: William S. Johnson  
CONCURRED: David P. Simpson  
APPROVED: Charles R. Hilder  
DATE: 10-24-92



THE MISSION OF THE ECONOMICS MANAGEMENT STAFF IS TO PROVIDE MANAGEMENT SUPPORT SERVICES TO THE AGENCIES REPORTING TO THE ASSISTANT SECRETARY FOR ECONOMICS: ECONOMIC RESEARCH SERVICE, NATIONAL AGRICULTURAL STATISTICS SERVICE, WORLD AGRICULTURAL OUTLOOK BOARD, ECONOMIC ANALYSIS STAFF, AND OFFICE OF ENERGY.



## **Agency Streamlining Narratives and Numbers**





DEPARTMENT OF AGRICULTURE  
AGRICULTURAL RESEARCH SERVICE

FTE and STREAMLINING - FY 1993 to FY 1999

	FY 93 Base	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Amount	% of Reduction 93/99
FTEs									
Supervisors	8469	8362	8209	8055	7937	7768	7522	-947	-11.2%
Supervisory Ratio	729	709	672	631	607	580	573	-156	-21.4%
Headquarters staff	1:11	1:11	1:11	1:12	1:12	1:12	1:12		
Personnel specialists	376	376	353	353	346	333	329	-47	-12.5%
Budget specialists	167	157	150	147	143	138	138	-19	-12.1%
Acquisition specialists	103	101	97	96	95	95	95	-8	-7.8%
Accountants & Auditors	200	198	193	185	180	172	172	-28	-14.0%
Organizational Layers	136	135	125	126	122	120	120	-16	-11.8%
	4	4	4	4	4	4	4		

WASHINGTON, D.C., METRO AREA VS OTHER

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
DC Metro Area									
	909	897	800	667	623	582	575	-334	-36.7%
Other	7550	7485	7409	7388	7314	7186	6947	-613	-8.1%
Total	8469	8362	8209	8055	7937	7768	7522	-947	-11.2%

REDUCTIONS IN ADMINISTRATIVE POSITIONS

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
Administrative									
	596	591	567	536	516	494	494	-102	-17.1%
Other	7873	7771	7642	7519	7421	7274	7028	-845	-10.7%
Total	8469	8362	8209	8055	7937	7768	7522	-947	-11.2%

\* Administrative is defined as the four targeted occupations: Personnel, Budget, Acquisition and Accounting

GS-14 AND ABOVE VS OTHER

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
14 & Above									
	1231	1160	1148	1072	1053	1045	1030	-201	-16.3%
Other	7238	7202	7061	6983	6884	6723	6492	-746	-10.3%
Total	8469	8362	8209	8055	7937	7768	7522	-947	-11.2%

Note: A high percentage (84%) of GS-14 and above Federal research positions are research scientists, whose grades are based on application of the Research Grade-Evaluation Guide, which considers scientific accomplishments via the person-in-the-job concept (i.e., grade levels not determined by management).



DEPARTMENT OF AGRICULTURE  
COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE

FTE and STREAMLINING - FY 1993 to FY 1999

	FY 93 Base	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Amount	% of Reduction 93/99
FTEs									
Supervisors	410	415	405	408	402	393	381	-29	-7.1%
Supervisory Ratio	46	46	43	39	33	30	27	-19	-41.3%
Headquarters staff	1:09	1:09	1:09	1:11	1:12	1:13	1:14		
Personnel specialists	339	344	334	335	328	318	306	-33	-9.7%
Budget specialists	23	23	22	21	21	20	20	-3	-13.0%
Acquisition specialists	8	9	8	8	8	8	8	0	0.0%
Accountants & Auditors	40	41	40	40	40	39	39	-1	-2.5%
Organizational Layers	23	23	22	21	21	20	20	-3	-13.0%
	4	4	4	3	3	3	3		

WASHINGTON, D.C., METRO AREA VS OTHER

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
DC Metro Area	410	415	405	408	402	393	381	-29	-7.1%
Other	0	0	0	0	0	0	0	0	0.0%
Total	410	415	405	408	402	393	381	-29	-7.1%

REDUCTIONS IN ADMINISTRATIVE POSITIONS

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
Administrative	94	96	92	90	90	87	87	-7	-7.4%
Other	316	319	313	318	312	306	294	-22	-7.0%
Total	410	415	405	408	402	393	381	-29	-7.1%

\* Administrative is defined as the four targeted occupations: Personnel, Budget, Acquisition and Accounting

GS-14 AND ABOVE VS OTHER

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
14 & Above	131	129	126	124	123	120	117	-14	-10.7%
Other	279	286	279	284	279	273	264	-15	-5.4%
Total	410	415	405	408	402	393	381	-29	-7.1%





DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE

FTE and STREAMLINING - FY 1993 to FY 1999

	FY 93 Base	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Amount	93/99
FTEs	791	721	620	620	620	620	620	-171	-21.6%
Supervisors	139	135	56	56	56	56	56	-83	-59.7%
Supervisory Ratio	1:05	1:04	1:10	1:10	1:10	1:10	1:10		
Headquarters staff	241	227	163	163	163	163	163	-78	-32.4%
Personnel specialists	22	22	22	22	21	20	20	-2	-9.1%
Budget specialists	14	13	11	11	11	10	10	-4	-28.6%
Acquisition specialists	4	3	3	3	3	3	3	-1	-25.0%
Accountants & Auditors	4	4	4	4	4	3	3	-1	-25.0%
Organizational Layers	4	4	3	3	3	3	3		

WASHINGTON, D.C., METRO AREA VS OTHER

	FY 1993	1994	1995	1996	1997	1998	1999	Amount	Percent
DC Metro Area	791	721	620	620	620	620	620	-171	-21.6%
Other	0	0	0	0	0	0	0	0	0.0%
Total	791	721	620	620	620	620	620	-171	-21.6%

REDUCTIONS IN ADMINISTRATIVE POSITIONS

	FY 1993	1994	1995	1996	1997	1998	1999	Amount	Percent
Administrative	44	42	40	40	39	36	36	-8	-18.2%
Other	747	679	580	580	581	584	584	-163	-21.8%
Total	791	721	620	620	620	620	620	-171	-21.6%

\* Administrative is defined as the four targeted occupations: Personnel, Budget, Acquisition and Accounting

GS-14 AND ABOVE VS OTHER

	FY 1993	1994	1995	1996	1997	1998	1999	Amount	Percent
14 & Above	206	197	168	168	168	168	168	-38	-18.4%
Other	585	524	452	452	452	452	452	-133	-22.7%
Total	791	721	620	620	620	620	620	-171	-21.6%



DEPARTMENT OF AGRICULTURE  
NATIONAL AGRICULTURAL STATISTICS SERVICE

FTE and STREAMLINING - FY 1993 to FY 1999

	FY 93 Base	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	Amount	% of Reduction 93/99
FTEs									
Supervisors	1152	1132	1107	1132	1115	1091	1057	-95	-8.2%
Supervisory Ratio	195	193	180	167	154	141	129	-66	-33.8%
Headquarters staff	105	105	105	106	106	107	107		
Personnel specialists	156	151	147	143	139	136	133	-23	-14.7%
Budget specialists	31	30	30	29	28	27	26	-5	-16.1%
Acquisition specialists	7	7	7	6	6	6	6	-1	-14.3%
Accountants & Auditors	4	3	3	3	3	3	3	-1	-25.0%
Organizational Layers	56	56	55	54	53	52	50	-6	-10.7%
	7	7	6	6	5	5	5		

WASHINGTON, D.C., METRO AREA VS OTHER

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
DC Metro Area									
	424	412	399	407	401	392	380	-44	-10.4%
Other									
	728	720	708	725	714	699	677	-51	-7.0%
Total									
	1152	1132	1107	1132	1115	1091	1057	-95	-8.2%

REDUCTIONS IN ADMINISTRATIVE\* POSITIONS

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
Administrative									
	98	96	95	92	90	88	85	-13	-13.3%
Other									
	1054	1036	1012	1040	1025	1003	972	-82	-7.8%
Total									
	1152	1132	1107	1132	1115	1091	1057	-95	-8.2%

\* Administrative is defined as the four targeted occupations: Personnel, Budget, Acquisition and Accounting

GS-14 AND ABOVE VS OTHER

FY	1993	1994	1995	1996	1997	1998	1999	Amount	Percent
14 & Above									
	144	142	140	144	142	139	132	-12	-8.3%
Other									
	1008	990	967	988	973	952	925	-83	-8.2%
Total									
	1152	1132	1107	1132	1115	1091	1057	-95	-8.2%





## STREAMLINING

### AGRICULTURAL RESEARCH SERVICE

- The Secretary's proposed consolidation of four Agencies (Agricultural Research Service, Cooperative State Research Service, Extension Service, National Agricultural Library) into one Agency would have allowed a 25.5 percent reduction in Headquarters staff. Congress directed the Secretary to establish a separate Agency, the Cooperative State Research, Education, and Extension Service. The Secretary then directed merger of the Agricultural Research Service (ARS) and the National Agricultural Library (NAL) into one Agency, ARS, which resulted in limited opportunity for consolidation and merger of Headquarters program planning and coordination staffs.
- In past years ARS, the larger of the two Agencies and one with a field structure, has eliminated an entire Regional management layer and reduced the number of Area Offices from 29 to 11. In doing so, 370 FTE were eliminated; the Agency overhead rate reduced from 14 to 10 percent, and \$14 million returned to research laboratories for use on high priority research projects. As a small Agency, in terms of FTE, NAL has directed virtually all of its resources directly to program delivery foregoing the customary staff offices that typify the structure of larger USDA Agencies. Further, NAL has been successful in achieving a number of savings by improving span of control through a reduction of organizational units, through consolidations of duties at the level of individual positions, and through the absorption of new functional responsibilities within its existing organizational structure.
- Effective October 1, 1995, programs and resources of the Human Nutrition Information Service, previously performed at Headquarters level function, were restructured as part of the ARS field organization.
- Strategic planning which has been a historical part of the ARS and NAL will continue. The ARS 6-Year Program Plan (FY 1992 - 1998) is a principal means of informing Agency employees, customers, and cooperators of the Agency's research program objectives. This plan is under review and will be revised and incorporated in the strategic planning process for the National Agricultural Library (NAL) so that NAL participates actively in the ARS planning and coordination functions. These planning efforts will continue in FY 1995 and beyond, and will result in realignment of programs to better address new priority missions of the Agency.
- NAL administrative staff and functions will be reviewed and merged into ARS; the NAL Budget Officer function will become part of the budget formulation staff reporting to the Administrator of ARS.



- Effective October 1, 1995, programs and resources of the Human Nutrition Information Service previously performed as a Headquarters level function was restructured as part of the Agricultural Research Service field organization.
- The three current administrative management units of the Agricultural Research Service, Extension Service, and the Economics Management Staff will be consolidated to form a single Administrative and Financial Management unit serving all Agencies in the Research, Education, and Economics mission area. Significant staff reductions in administrative positions are projected to closely follow staff reductions in other units of Research, Education, and Economics in the FY 1995 and FY 1996 timeframe as the need for support requirements decline.
- Consistent with FY 1995 USDA appropriations, 10 lower priority field locations of the Agricultural Research Service will be closed in FY 1995. Beginning in FY 1994, affected employees were provided career counseling. Additionally, regular communications have been established with applicable unions and will continue throughout this process. These locations are scheduled for closure within 45 days of the beginning of FY 1995 with all employees reassigned to positions with other ARS locations or off the rolls by the end of November 1994. Final disposition of land and facilities associated with these closures will be dependent upon work with Federal/State Environmental Agencies, necessary cleanup activities, and final certifications by the General Services Administration. Each location closure will be different in terms of actions needed. Pending final disposition of land and facilities, ARES will need to provide personnel and resources to manage closure, security, and contracting activities for these locations. Final disposition could take as long as 3 years in some cases.
- ARS has established a vacancy management plan. Through this plan, opportunities for job restructuring, employee reassignment, and external recruitment can be monitored and managed to meet critical skills requirements within projected staffing reduction targets. Vacancy management combined with the current rate of attrition is expected to result in achievement of reductions in Headquarters staffing including the four targeted administrative management occupations. While significant reductions in the four targeted administrative management occupations will be accomplished through implementation of the Secretary's already approved reorganization plan for Research, Education, and Economics, the 50 percent reductions proposed by the Office of Management and Budget will have significant negative impacts upon essential operations in support of Research, Education, and Economics programs, employees, other Federal agencies; State partners/cooperators, the land-grant university system; 1890 land-grant colleges, and our suppliers.
- Projected reductions in headquarters staffing, increased spans of control (i.e., supervisory/employee ratios), and projected reductions at grades GS-14 and above, will be achieved through increased decentralization of decision making, delegations of

authority to the field office structure, and elimination of mandated regulations governing administrative processes.

- Supervisory Ratio: The ARS supervisory ratio is projected to be 1:12 in FY 1999. Given the program requirements of ARS and the nature of "supervisory" work, this ratio seems most feasible. When other factors are taken into account, a case could be made that the actual supervisory ratio is greater than 1:15. For example, while the scientific staff of ARS is included in the definition of supervisor, it is estimated that less than 30 percent of their time is spent on supervisory duties. These duties are more programmatic than administrative in nature. Further, recognizing that the grade levels of scientists are not based on supervisory duties but rather on their scientific accomplishments, it is probably not correct to categorize them as supervisors in the traditional sense. Time spent on "supervisory" activities include time spent administering service contracts or overseeing technical activities of cooperative employees working under State supervisors. A case can be made that these are program related duties as opposed to what is normally classified as administrative supervision. However, given the operative definition of supervisor used by OMB, scientists are included in the supervisory ratio. The basic mission of ARS is to do research. We must free our scientists from administrative duties, including supervisory duties, so that they can concentrate their efforts on conducting good science. To do so will require the level of "supervisors" proposed in the 1:12 ratio. Otherwise these duties will fall upon the shoulders of the scientific work force to the detriment of their central research mission.
- Grades 14 and above: The number of employees at the GS-14 level and above is projected to decrease 16 percent by FY 1999. This reduction will primarily be achieved through reductions in Headquarters staffing, increased decentralization of decision making. Further delegations of authority to the field structure, and substantial reductions in the mandated regulations governing administrative process. It should also be noted that 85 percent of the ARS positions at Grade 14 and above are research scientists. Again, scientist positions are graded using the Research Position Evaluation Guide. As such, scientist grades are based on the impact of the person on the job as judged by a panel of peer review scientists. This grading system and structure is central to obtaining and retaining a viable scientific work force. To restrict grade advancement to Grade 14 and above through peer review of scientific accomplishment would prove devastating to the research mission of Research, Education, and Economics. For these reasons, further reductions in the supervisory ratio and grades 14 and above in ARS are considered unfeasible.



## STREAMLINING

### COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE

The ceiling levels for full time equivalents (FTE's) for CSREES from 1993 to 1999 will decrease from 410 to 381 (7% reduction). These levels are obtained by the addition of the current ceilings for the Cooperative State Research Service (CSRS) and the Extension Service (ES). Currently, CSRS is below ceiling and ES is about 15 FTE's above it's FY 1995 ceiling levels. The merger will allow careful evaluation of further reductions that are necessary to bring the combined unit (CSREES) into compliance with the targeted levels.

The reduction from FY 1994 to FY 1995 is 10 FTE's total for CSREES. This reduction will meet OMB guidelines and will be accomplished by offering a buyout for employees in ES by offering voluntary early retirement to eligible employees in both CSRS and ES, and other anticipated retirements and resignations this year for the two Agencies (now CSREES). The number of supervisors is 46 in 1993 and is projected to decrease to 27 by FY 1999. This reduction of 41.3 percent as compared to 7.1 percent reduction for total employees. The supervisory ratio is projected to be 1:14 by FY 1999.

CSREES represents the merger of the two Agencies (Extension Service and Cooperative State Research Service). A field structure does not exist for this new Agency but a close partnership with land-grant Universities is required to deliver the research, higher education, and extension programs of the Agency. Thus, by definition, a high percentage of the employees would be classified as Headquarters staff. Reduction of 9.7 percent in Headquarters staff is proposed by 1999. The Agency cannot accomplish its diverse and significant responsibility by further reduction in this group. Further, to provide the science leadership required, the number of grade 14's and above are required to provide the scientific discipline representation needed.

A reduction of one organizational layer is indicated. This is accomplished by the structure and operational recommendations.

The number of employees at the GS-14 level and above is expected to decrease by 10 percent by FY 1995. Of the 29 employees reduced by 1999, grade 14's and above represent 48.3 percent of the reduction. Further reduction in positions at these levels would have a substantial adverse impact on the scientific and program leadership functions for the Agency.

An implementation committee will assist the administration in the orderly merging the two Agencies and help establish further guidelines for employee reduction and any reassignments required to make the new Agency a fully functional and efficient unit. The plan would include an incremental approach to the development of the new organization. The logical approach would be to have the Administrator appointed and then the Associate and Deputy Administrators along with an implementation team to help guide the total process which must

include such items as space, staff locations, compatibility of computer programs, transfers of authority, and many others. The plan and process is expected to be accomplished over the next 6 months to a year.

This Agency has the important role of science and education leadership for the land-grant system and has provided a 10.7 percent reduction in grade 14's and above by 1999. Currently there are 18 positions authorized in the two Agencies at the SES level (16 SES + 2 SL). In the proposed merger the organizational structure recommends 10 SES positions. This represents a 37 percent reduction in the number of SES positions (16 to 10). The initial reduction in SES positions will occur in FY 1995 due to the current number of SES level vacancies.

The accomplishment of the targeted ceiling levels for the Agency will be met by the consolidation of programs and assignments. The current supervisor to employee ratio is 1:8. After merger and consolidation, the proposed supervisor-to-employee ratio to be achieved by 1999 is 1:14. The reduction is gradual over the next 5 years and is achievable as units are restructured and streamlined. In determining the level of supervisors for the future of the merged Agency, several current situations have to be addressed. For example, in some units the ratio found to be 1 to 4 or 1 to 6 whereas in other units the ratio was 1 to 20 or 1 to 40. Currently there are 46 supervisors in the two Agencies, and the recommendation is for 27 by 1999. Thus, it is emphasized that over the next 5 years, the number of supervisors need to be reduced from 46 to 27 or a reduction 41.3 percent when the employee reduction is 7.1 percent. It is manageable when one considers it an average reduction of about four supervisors per year to reach the target of 27 by 1999. The greatest reduction will occur immediately upon the reorganization and the merger of the two Agencies.

The reduction of 7.1 percent (29 positions) by 1999 will be accomplished by attrition through retirements and resignations. This level of reduction is accomplishable in the next 5 years by effective management without a reduction in force. In order to facilitate this process, both CSRS and ES have authorized an early retirement window from October 1 through December 31, 1994. In addition, ES plans to offer a buyout to optional retirement and early out retirement eligibles. This overall reduction would represent an average of five positions per year. However, the number of positions does not drop uniformly; thus, there is the need to target some reduction each year. Each time a resignation occurs, the Agency will analyze the impact upon reaching the targeted employee numbers. To accomplish the reduction and still meet the mandated requirements for programs, some IPA's will have to be used in the early years of the merged Agency. This action would allow for the effective transition to a smaller staff, reordering of staff assignment, and placing new priorities on replacements to meet critical needs.

The organizational layers are three, as represented by an Administrator's Office, Deputy Administrator's Office and the Staff in each unit. This streamlines the structure and meets the requirements for delayering.



## STREAMLINING

### ECONOMIC RESEARCH SERVICE

The FTE employment level will reduce from 791 in FY 1993 to 620, which represents a 22-percent reduction. The FTE levels are in accordance with Departmental allowances for FY 1996 and are less than the ceilings imposed by the Department for FY 1995-98 in the FY 1995 budget.

ERS will reduce the number of supervisors by 60 percent. Administrative staff will be cut by 18 percent, but ERS has already significantly cut its administrative staff during 1982-92 as part of prior initiatives to reduce costs and increase administrative efficiencies. Headquarters staff will be reduced by 32 percent. Positions at grade 14 and above will be reduced by 18 percent. ERS will nearly double its span of control of supervisors from 1:5 to 1:10. ERS has also eliminated all section leader positions, thus reducing the number of organizational layers from 4 to 3.

To achieve the FTE targets without RIF's, ERS has frozen all outside hiring (since February 1993), offered early out retirements for the entire period authorized (March 14, 1994 - January 31, 1995), and offered two buyout windows (one April 1-15, 1994, for grade 13's and above, and one October 1, 1994 - January 31, 1995, for all employees). Fourteen employees took buyouts in FY 1994 and 60 are expected to take buyouts in FY 1995 (55 have signed up to date for slots approved by the Deputy Secretary).



## STREAMLINING

### NATIONAL AGRICULTURAL STATISTICS SERVICE

FTE's: NASS' targeted staffing ceiling for FY 1999 is 1,057, a reduction of 95 positions (8%) from the 1993 baseline staff ceiling of 1,152. The largest reduction will come from Headquarters, which will be reduced by over 10 percent, compared to 7 percent for the field offices.

**Reorganization of Administration Services:** The reorganization of the administrative services and the consolidation of the three administrative units will reduce the administrative costs to NASS. This will free up staff ceilings and resources to be reallocated to new program areas. One budget analyst currently with EMS will be transferred into the NASS budget and administrative staff.

**EEO Specialist:** The reorganization will move the EEO function to report directly to the Administrator. This close relationship with the Administrator's Office should make it possible to respond to EEO issues more expeditiously.

**Reduction for Supervisors, Headquarters Staff, Administrative, and GS-14 and Above:** NASS Headquarters staffing counts includes GS-14 Section Heads and Staff Directors, GS-15 Branch Chiefs, and an SES position as well as their secretaries, Human Resources Staff, and Budget and Administrative Staff, and the Economic Management Staff located in the Washington D.C. offices. All of the administrative services for the State offices are currently provided by the Economics Management Staff in Headquarters, and there is no regional management or administrative structure in NASS. There are no employees located in the field office performing Headquarters functions according to the streamlining definitions.

**Supervisor to Employee Ratio:** It is projected that the number of supervisors would decrease by 34 percent, and the supervisory ratio would decrease from 1:6 to 1:9 by FY 1999. In reviewing the supervisor to employee ratio, NASS management believes, since the State Statistician is out of the office 30-50 percent of the time, it would be unreasonable to have less than two supervisors in each state office.

NASS has a field staff consisting of 45 field offices nationwide, with a majority of these offices maintaining a State-Federal cooperative program where State employees are co-located with NASS employees. NASS managers and supervisors in these offices supervise State employees on location. The calculations of the supervisor to employee ratios using the staff ceiling allocations did not include the additional 208 State staff years nationwide. NASS also provides indirect supervision along with technical guidance and training to over 2,500 part-time contract field enumerators who work an equivalent of 623 staff years. Those part-time contract employees, if included, would increase the ratio of supervisors to

employees 1 to 14.

**Field Office Structure:** There are a number of very critical services NASS provides to Government agencies, both within USDA and other Federal agencies. In the field, NASS jointly maintains a State-level statistical program with all 50 States through cooperative agreements with State Departments of Agriculture, Land-Grant Universities and agricultural industry groups. For many crops, NASS furnishes substate district and county-level estimates for the Agricultural Stabilization and Conservation Service and Federal Crop Insurance Corporation. In addition, many of the State cooperative programs provide funds to support livestock county-level estimates and specialty commodity estimates not included in the Federal program. NASS has a local accountant (administrative technician) in each State office to properly administer these local and State-Federal cooperative agreements. It is not anticipated that there will be an opportunity to make a major reduction in the staffing of these key positions in the State offices.

**Decentralization:** Between FY 1993 and FY 1999, the number of organizational layers for NASS is reduced from 7 to 5. It is anticipated that the first layer to be eliminated is the Field Office Group Leader positions and the Headquarters Section Heads. The second layer reduction is planned to eliminate the Deputy Administrator positions in Headquarters. NASS has already begun to implement this new strategy by the reorganization of two Branches. Previously, the Branch structure consisted of a GS-15 Branch Chief with three GS-14 Section Heads for the three functional units. These Branches were reorganized to create one GS-14 Deputy Branch Chief position and the elimination of the Section Head positions.

**New Programs:** For FY 1996, the Department approved the development and implementation of a new environmental statistics program which addresses chemical use issues including the measurement of Integrated Pest Management (IPM). This program will also place demands on staff resources, especially during the start-up and development phase of this program. Serious cutbacks in staffing may limit NASS' ability to respond to services requested by other Agencies. A very recent example of this expanding role is providing statistical services and consulting on customer service surveys to other Federal agencies, both within and outside the Department. The growing demand of statistical services related to farm injuries, animal disease, and farm employment is also placing a heavy demand on the existing staff.

NASS has received a broad base of support from Congress and other USDA agencies to enlarge our mission to include data on rural America. However, any expansion in the statistical program covering rural areas will depend on the availability of resources. NASS would plan to redirect any additional savings through streamlining to improvement of the data available on rural America.

**NASS Strategic Planning:** The strategic planning effort for NASS began in November 1993 in order to meet the goals established by the National Performance Review Board. The NASS Strategic Plan was completed in June 1994. It began with a historical overview of the



Agency, followed by discussions with stakeholders, including brief outline of current issues and trends likely to affect NASS. The Agency mission statement is presented with a vision of what NASS should aspire to over the next decade and the principles that guide our actions. The goals reflect the broad avenues open to NASS in its future evolution. For each goal, specific objectives are defined with actions identified that would be necessary to achieve those objectives. Four working groups have now been established to develop the four high priority strategic initiatives as defined in the strategic plan.

A review of the need to reengineer NASS began in October 1994. This re-engineering will evaluate the management layers and the current numbers of supervisory positions. Of course, the maximum reductions in the Headquarters administration and management will be made. However, a reduction in the magnitude of 50 percent seems unlikely without placing at risk the financial management of this nationwide organization.

**Implementation:** Headquarters staff years will be reduced through reorganization of the Headquarters structure. This will be accomplished through attrition in the professional, secretarial, and support staff. The major restructuring of Headquarters staff would include elimination of 27 section heads and replacing those positions with 12 Deputy Branch Chief positions, a net loss of 15 Headquarters supervisory positions.

The remaining reductions in Headquarters would be met by attrition in support staff and secretarial positions; and in professional staff positions as program reductions are implemented over the next 5 years. During the normal reassignment of professional staff to field operations, Headquarters positions may be left vacant or eliminated. Secretarial teams are currently being formed in order to increase efficiency and reduce staffing.

In the field offices, staffing reduction would be achieved through attrition and some reorganization of management positions. Group leader supervisory positions will be eliminated.

Targeted reductions in Headquarters administrative positions will be attained immediately through reorganization of administrative units using the lead agency concept.



## **1010 Package - Agricultural Research Service (ARS)**





## AGRICULTURAL RESEARCH SERVICE

### 1. Mission Statement

Provide access to agricultural information and develop new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority to ensure adequate availability of high-quality, safe food and other agricultural products to meet the nutritional needs of the American consumer, to sustain a viable and competitive food and agricultural economy, to enhance quality of life and economic opportunity for rural citizens and society as a whole, and to maintain a quality environment and natural resource base.

### 2. Official Organizational Chart (see last page of this TAB)

### 3. Functional Statements

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Office of Administrator

#### A. Assignment of Functions (7 CFR 2.106)

1. Conduct research concerning domestic animals and poultry, their protection and use, causes of contagious, infectious, and communicable diseases and means for the prevention and cure of the same (7 U.S.C. 391).
2. Conduct research related to the dairy industry and dissemination of information for the promotion of the dairy industry (7 U.S.C. 402).
3. Conduct research and demonstrations at Mandan, ND, and Lewisburg, TN, concerning dairy livestock breeding, growing, and feeding, and other problems pertaining to the establishment of dairy and livestock industries (7 U.S.C. 423-422).
4. Conduct research on new uses for cotton and beginning and processing (7 U.S.C. 423-424).
5. Conduct research into the basic problems of agriculture in its broadest aspects, including, but not limited to, production, marketing (other than statistical and economic research but including research related to family use of resources), distribution, processing, utilization of plant and animal commodities, problems of

human nutrition, development of markets for agricultural commodities, discovery, introduction, and breeding of new crops, plants, animals both foreign and native, conservation development, and development of efficient use of farm buildings, homes, and farm machinery, including the application of electricity and other forms of power and research and development related to uses of solar energy with respect to farm buildings, farm homes, and farm machinery (7 U.S.C. 427, 1621-1627, 2.01, 2204).

6. Conduct research on varietal improvement of wheat and feed grain to enhance the conservation and environmental qualities (7 U.S.C. 428b).
7. Advance the livestock and agricultural interests of the United States including the breeding of horses suited to the needs of the United States (7 U.S.C. 437).
8. Enter into agreements with and receive funds from any State or political subdivision, organization, or person for the purpose of conducting cooperative research projects (7 U.S.C. 45aa).
9. Make research grants to eligible institutions having a demonstrable capacity in food and agricultural research (U.S.C. 450i).
10. Conduct research related to soil and water conservation, engineering operations and methods of cultivation to provide the control and prevention of soil erosion (7 U.S.C. 1010, 16 U.S.C. 590a).
11. Maintain four regional research laboratories and conduct research at laboratories to develop new scientific, chemical, and technical uses and new and extended markets and outlets for farm commodities and products and by-products (7 U.S.C. 1292).
12. Conduct a special cotton research program designed to reduce the cost of producing upland cotton in the United States (7 U.S.C. 1441 note).
13. Conduct research in tropical and subtropical agriculture for the improvement and development of tropical and subtropical food products for dissemination and cultivation in friendly countries as provided by the Food for Peace Act of 1966 (7 U.S.C. 1736(a)(4)).
14. Conduct research to develop and determine methods of humane slaughter of livestock (7 U.S.C. 1904).
15. Administer a national food and human nutrition research program under the National Agricultural Research, Extension, and Teaching Policy Act of 1977 (7 U.S.C. 3171—3177).
16. Cooperate and work with national and international institutions and other persons

throughout the world in the performance of agricultural research activities (7 U.S.C. 3291).

17. Maintain a National Arboretum for the purpose of research concerning tree and plant life; accept and administer gifts or devices of real and personal property for the benefit of the National Arboretum; and order disbursements from the Treasury (20 U.S.C. 191-195).
18. Conduct research on foot-and-mouth disease and other animal diseases (21 U.S.C. 113a).
19. Conduct research on control and eradication of cattle grubs (screwworms) (21 U.S.C. 114e).
20. Conduct research activities related to farm dwellings and other buildings for the purpose of reducing costs and adapting and developing fixtures and appurtenances for more efficient and economical farm use (42 U.S.C. 1476(b)).
21. Conduct research on losses of livestock in interstate commerce due to injury or diseases (45 U.S.C. 71 note).
22. Administer the Virgin Islands agricultural research program (48 U.S.C. 1409m-o).
23. Conduct research related to the use of domestic agricultural commodities for the manufacture of any material determined to be strategic and critical or substitute therefor, under section 7(b) of the Strategic and Critical Material Stock Piling Act (50 U.S.C. 98f).
24. Administer a program of research at regional solar energy research and development centers (7 U.S.C. 3271, 3281-3282).
25. Pursuant to authority delegated by the Administrator of the General Services Administration to the Secretary of Agriculture in 34 FR 6406, 36 FR 1293, 36 FR 188440, and 38 FR 23838, appoint uniformed armed guards and special policemen, make all needful rules and regulations, and annex to such rules and regulations such reasonable penalties (not to exceed those prescribed in 40 U.S.C. 318(c)), as will insure their enforcement, for the protection of persons, property, buildings, and grounds of the Arboretum, Washington, D.C.; the U.S. Meat Animal Research Center Clay Center, NE; the Agricultural Research Center, Beltsville, MD, and the Animal Disease Center, Plum Island, NY, over which the United States has exclusive or concurrent criminal jurisdiction, in accordance with the limitations and requirements of the Federal Property and Administrative Services Act of 1949 (63 Stat. 377) as amended, the Act of June 1, 1948 (62 Stat. 181) as amended, and policies, procedures and controls prescribed by the General Services Administration.



Any rules or regulations promulgated under this authority shall be approved by the Director of the Office of Operations and Finance and the General Counsel prior to issuance.

26. Conduct research on the control of undesirable species of honeybees in cooperation with specific foreign governments (7 U.S.C. 284).
27. Conduct a program of basic research on cancer in animals and birds (7 U.S.C. 3902).
28. Perform research and development in aquaculture (16 U.S.C. 2804).
29. Perform food and agricultural research in support of functions assigned to the Department under the Defense Production Act of 1950, as amended (50 U.S.C. App. 2061 *et seq.*), and the Federal Civil Defense Act of 1950, as amended (50 U.S.C. App. 2251 *et seq.*).
30. Serves as the lead agency for Civil Rights activities and provides leadership and direction for the Civil Rights program for the Research, Education and Economics agencies including policy guidance and program evaluation; plan development, reporting and evaluation; compliance review and statutory guidance; data analysis and evaluation; and technical assistance and outreach activities. Specifically:
31. Provides Agency oversight, guidance, and coordination for legislative and Congressional matters.
  - a. represents the REE Agencies on the Department's Civil Rights Leadership Council and other Departmental task forces.
  - b. develops regulations, plans, and procedures required to carry out REE and Agency civil rights programs, including analysis and guidance on a full range of policies, practices, and programs and assists in the development of strategic plans to address the unique challenges faced by individual Agencies in achieving a diverse work force.
  - c. develops, coordinates, and evaluates a comprehensive reporting plan cycle to create useful management tools in the development of a comprehensive civil rights program and provides accurate and comprehensive statistical data for REE employment and program areas which interface with Departmental data bases.
  - d. manages the Title VII EEO Administrative Complaint process and the Title VI program complaints for ARS and provides for conducting ongoing comprehensive compliance reviews in both employment (Title VII and program (Title VI) areas.



e. develops and implements all Special Emphasis programs and provides guidance and consultation to Agency Civil Rights Advisory Committees.

B. Availability of Information

1. Information concerning ARS programs may be obtained from the ARS Information Division., USDA, 6303 Ivy Lane, Room 450, Greenbelt, Maryland 20770.

C. Historical Documents

Secretary's Memorandum No. 1000-1, June 17, 1981, "Reorganization of the Department."

Secretary's Memorandum No. 1000-5, October 13, 1982, "Reorganization of Science and Education."

Secretary's Memorandum No. 1010-1, October 20, 1994, "Reorganization of the Department of Agriculture."

A. Assignment of Functions

1. Participates with other members of the Administrator's Council in establishing policy for all aspects of ARS program planning, evaluating, budgeting, and coordination.
2. Administers the USDA Patent Program [7 C.F.R. 2.106(a)(44)]. Provides operational support to USDA agencies for patenting of inventions and licensing of USDA-owned patents; patenting of inventions of ARS employees and employees of contractors, grantees, and cooperators, including appropriate publication of such patents as required.
3. Administers cooperative research and development agreements with industry, universities, and others; institutes a cash award program to reward scientific, engineering, and technical personnel; awards royalties to inventors and retain and to use royalty income (15 U.S.C. 3710a-3710c).
4. Carries out overall responsibility for Agricultural Research Service relations with action, regulatory, and other science-related agencies such as the Office of Science and Technology Policy (OSTP), Science and Education partners on scientific and technical matters, trade associations, commodity groups, and industry. These responsibilities include:
  - a. Responsibility for national technology transfer efforts.
  - b. Providing advice to, and as necessary acting for, the Administrator concerning cooperative interactions and Agency program goals.
  - c. Advising the Administrator, members of his/her staff, and other key USDA science managers on the needs of various users of agricultural research, including trade associations, commodity and consumer interest groups, action agencies, professional societies, and other Federal and private research organizations.
  - d. Supervising persons on liaison assignments with action and regulatory agencies.
  - e. Representing the Agricultural Research Service to State Agricultural Experiment Stations, the Cooperative Extension Service, industry, and others.

A. Assignment of Functions

1. Provides staff support to the Administrator and other Agricultural Research Service officials related to the technical aspects of the Binational Science Foundations, United States-Israel Binational Agricultural Research and Development Fund (BARD), Tropical and Subtropical Agricultural Research covered by the Food for Peace Act (P.L. 89-808, Sec. 406), technical input to participating Agency service agreements (PASA's), and other international matters.
2. Responsible for coordinating the planning and evaluating of Agency overseas research programs and providing leadership and operational accountability for the Agricultural Research Service, in-house, research programs, and activities at foreign locations.

A. Assignment of Functions

1. Participates with other members of the Administrator's Council in establishing policy for all aspects of ARS planning, evaluating, budgeting, and coordination.
2. Provides executive leadership for operational planning and implementation of broad goal-oriented research and management programs within the Area.
3. Recommends to NPS (in conjunction with other Areas) research priorities and projects, budgets, and use of facilities based on perceived needs of agriculture.
4. Provides leadership and direction to systematic identification of research needs, planning research approaches, forecasting required resources, and evaluating Area program implementation in the context of ARS plans.
5. Informs Administrator of program and related considerations which could have significant impact on the overall ARS research program and management activities.
6. Within Agency guidelines, manages human and other resources to carry out ARS plans.
7. Collaborates with other Areas and cooperators to carry out joint research.
8. Advises the Administrator and other Agency officials on technical and administrative problems.



A. Assignment of Functions (7 CFR 2.109)

1. Serve as the primary agricultural information resource of the United States. (7 U.S.C. 3125a)
2. Assure the acquisition, preservation, and accessibility of all information concerning food and agriculture by providing leadership to and coordination of the acquisition program and related activities of the Library and its information systems, and with the agencies of USDA, other Federal departments and agencies. State agricultural experiment stations, colleges and universities, and other research institutions and organizations.
3. Develop and maintain library and information systems and networks, and facilitate cooperation and coordination for the agricultural libraries of colleges, universities, Department of Agriculture, and their closely allied information gathering and dissemination units in close conjunction with private industry and other research libraries (7 U.S.C. 2201, 2204, 3126).
4. Develops a national resource collection of information in agriculture and related fields of science and technology, coordinating these activities with other libraries throughout the world.
5. Accept gifts, make international exchanges, and other disbursements from the Treasury for the benefit of the National Agricultural Library or for carrying out any of its functions (7 U.S.C. 2264-2265).
6. Formulate, write and/or prescribe bibliographic and technically related standards for the library and information systems of USDA.
7. Provide liaison with both public and private sector cooperators to achieve overall program coordination; assure that indexing/cataloging cooperators conform to NAL bibliographic description standards in terms of record structure, content, designation, and data content.
8. Determine by survey and other appropriate means the information needs of the Department's scientific, professional, technical and administrative staffs, its constituencies and the general public in the areas of food, agriculture, the environment, and related agricultural subject areas.
9. Represents the Department on all library and information science matters before Congressional Committees and appropriate commissions, and provide representation to the coordinating committees of the Federal and State governments concerned with library and information science activities.



10. Represents the Department in international organizational activities and on international technical committees concerned with library and information science activities.
11. Prepare and disseminate computer files, indexes and abstracts, bibliographies, reviews, and other analytical information tools.
12. Arrange for the consolidated purchasing and dissemination of indexes, abstracts, journals, and other widely used information publications and services.
13. Develop policies and plans, and conducts program to make library materials available to USDA scientists through a system of regional documents delivery, and conduct ongoing microfilming and digitization for preservation projects and the like with cooperating land-grant libraries.
14. Provide liaison with 1862 and 1890 land-grant libraries, Agency field libraries, and other USDA library networks, and the international sector.
15. Provide assistance and support to professional organizations concerned with library and information science matters and issues.
16. Copy and deliver on request selected articles and other materials from its collection by photographic reproduction or other means with the permissions, constraints and limitations of section 106, 107, and 108 of the Copyright Act of October 19, 1976 (Title 17 U.S. Code).
17. Coordinate processing and production of NAL publications and clearance of agriculture-related bibliographies originating with other USDA and Federal agencies.
18. Facilitate access to agricultural information by providing training and by other means.

A. Assignment of Functions

1. Provides leadership to an information and communication program for the Agricultural Research Service and audiovisual production service and Freedom of Information guidance to all REE Agencies. The staff carries out activities in the following functional areas:
  - a. Prepares reports, statements, addresses, articles for press, radio and television; maintains liaison with the media including various journals, magazines, and trade publications.
  - b. Prepares speeches, statements, congressional testimony and other special presentations for the Under Secretary for REE, Administrators, and other Agency and Department officials.
  - c. Plans and produces the Agricultural Research Magazine and arranges for its printing and distribution.
  - d. Provides support services to all REE Agencies in radio, television and film production as well as photographs, slides, audiotapes, graphic materials and visual planning for ARS.
  - e. Edits and arranges for the printing of ARS Administrative Publications. Plans for and edits technical and semi-technical publications for the USDA series and arranges for the printing of such publications.
  - f. Plans and arranges for W. O. Atwater, Sterling Hendricks, and the B. Y. Morrison annual memorial lectures.
  - g. Provides advice and guidance to REE Agency officials on policies and procedures to comply with provisions of the Freedom of Information and Privacy Acts.
  - h. Coordinates with the Office of Government and Public Affairs in applying the appropriate laws of Congress as well as Government and USDA regulations as they related to public information.

A. Assignment of Functions

1. Formulates policies and provides functional leadership in formulating, presenting, executing, and reviewing Agricultural Research Service (ARS) budgets and budget activities.
2. Coordinates and reviews materials prepared for budget planning and presentations, including material for insertion in the Appropriation Hearings, revisions to Explanatory Notes to Congress, other budget documents, Congressional Bills, and special reports and explanation for use by Agency officials and the Office of the Secretary for budget purposes.
3. Participates in the presentation of budget estimates and requests before the Department, OMB, and Congress.
4. Maintains balances and recommended uses of all discretionary funds. Recommends apportionments and adjustments, or transfers between programs. Effects allotments, appointments, adjustments and transfers for all funds appropriated to the Agency.
5. Provides staff assistance to program and line managers regarding resource requirements of program.
6. Develops the Agency's component of the Department's multi-year Program and Financial Plan.
7. Based upon Appropriations Acts and determinations by the Appropriations Committees and the Agency Administrator, prepares obligations by activities schedule and necessary revisions thereof for submission to the Department.
8. Prepares, reviews, and coordinates all special indepth reports and material for use by the Agency and the Department in responding to requests from committees and members of Congress, other officials, and organizations.
9. Prepares or reviews budgetary correspondence relating to program activities for the Agency and the Office of the Secretary of Agriculture. Reviews similar correspondence prepared by other Agency offices for accuracy, effectiveness, and compliance with Agency and Departmental budget policies.
10. Formulates policies and provides functional leadership to program management activities in the Agency.
11. Reviews NPS decisions for compliance with Executive and Legislative budgeting intent and participates in the Department and Congressional reprogramming "approval" process.



12. In concert with NPS and line management, analyzes the use of Agency resources in meeting the program objectives set by the Agency, including program and location analyses, location cost-benefit analyses, and determination of opportunities for improvements.
13. As required, assists the Under Secretary, REE. Develops Special Analyses; provides budget development support throughout the Executive and Legislative budgetary process; provides staff support in preparing and coordinating the Under Secretary's Food and Agriculture committee responsibilities for REE; prepares annual reports required of the Secretary; provides staff assistance as needed to the Joint Council and Users Advisory Board; and provides for coordination, review; and evaluation of REE's Evaluation Projects.
14. Provides Agency program and planning officials with essential narratives, information charts, graphs, and analyses pertaining to research and related activities of ARS, SAES, other Federal agencies, industry, and other public and private institutions.
15. Solicits, coordinates, and prepares justification material required by the Administrator's Office to release discretionary funds held in reserve for program and management needs.
16. Responds to Congressional, Executive, and public and private inquiries concerning Agency programs, organization, and resources.
17. Consolidates REE Agency budgets into an REE budget.

A. Assignment of Functions

1. Participates with the Administrator in establishing policies and overall administration of Agency programs.
2. Provides leadership to the National Program Staff (NPS) which functions as a policy and program development, review and evaluation staff; concentrating upon insuring the proper interaction, balance, and distribution of research effort and focusing upon major national policy and program issues. NPS serves as the Administrator's principal staff nationally.



A. Assignment of Functions

The Deputy Administrator, the Associate Deputy Administrators, and the National Research Program Leaders, serve as the Administrator's chief technical advisors for national research programs.

Specific functions include:

1. Develop strategies, goals, and objectives for use in setting policies and priorities for an ARS strategic plan.
2. Guide, assist, and coordinate the development of means to:
  - manage and conserve the Nation's soil and water resources for a stable and productive agriculture.
  - maintain and increase the productivity and quality of crop plants.
  - increase the productivity of animals and the quality of animal products.
  - increase the effective performance of the conversion and delivery of raw agricultural commodities into food and useful products for domestic consumption and export.
  - promote optimum human health and performance through improved nutrition.
  - integrate scientific knowledge on agricultural production and processing into user oriented systems that optimize the utilization of products and the management of land, water, germplasm, energy, and other resources.
3. Identify the need for, develop descriptive documents for, and develop operational plans for national research programs.
4. Assure integration and coordination of research programs. Develop program priorities and implementation plans for use in budget preparation.
5. Identify the need for, and plan and conduct program reviews and workshops as a means of evaluating and monitoring national programs. Provide guidance and counsel in implementing recommendations resulting from these reviews and workshops.
6. Advise and guide research leaders and scientists to assure their research meets long-range goals and objectives.
7. Maintain liaison with scientists and users in other USDA units, action agencies, universities,

and other cooperating scientific organizations.

8. Provide counsel to line management for the best development and use of existing scientists, and for recruiting, evaluating, and placing new scientists.
9. Serve as technical experts in their area of responsibilities, being alert and aware of trends in science and technology for possible applications in the food and agricultural programs.

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A. Assignment of Functions

1. Participates with the Under Secretary in establishing policy for overall planning and administrative/financial management of Research, Education, and Economics programs.
2. Conducts key assignments and serves as an extension of the Under Secretary in representing Research, Education, and Economics with cooperators and other parties engaged in programs of mutual interest.
3. Provides leadership and directs management and financial support services for Research, Education, and Economics agencies at Headquarters and their field structures. As used herein, management and financial support services shall include the following with the authority to take actions required by law and regulation:
  - a. Organizational structure and development, delegation of authority, management analysis, Total Quality Management, Consolidated Review Program, Strategic Planning, and related functions.
  - b. Financial and resource management systems including budget execution, preparation of justification materials for USDA/OMB/Congressional hearings, program/systems analysis and review, resource implementation, fiscal operations, and relocation and travel. Associate Deputy for Finance, as Controller for Research, Education, and Economics programs, coordinates with USDA Chief Financial Officer in providing leadership and oversight in implementation of all aspects of CFO Act.
  - c. Extramural Agreements management including solicitation, negotiation, execution, and administration of grants, contracts, assistance, and non-assistance cooperative agreements, awardee compliance activities, advisory services to Research, Education, and Economics program managers and recipients of Research, Education, and Economics awards, approval of financial budgets and reports, and coordination with OGC, GAO, OMB, OIG, and Treasury.
  - d. Human Resources management including classification and position management, pay and leave administration, recruitment and employment, employee and labor relations, performance management, employee development, ethics and related functions.
  - e. Automated Administrative/Financial Management systems including national automated systems and standards, technology planning and analysis, information engineering, computer security, office automation, telecommunications, automated systems technology assessment, and paperwork management.
  - f. Procurement and Personal Property management including policy development for service

contracts, major equipment acquisitions, small purchasing operations, contract administration, A-76 activities, procurement integrity, and personal property management.

g. Facilities Management including national major construction contracting; engineering and design; safety, health, and environmental management; and real property management programs.

h. Coordination of General Accounting Office (GAO) and Office of Inspector General (OIG) activities.

A. Assignment of Functions

1. Position classification and position management, including providing technical advisory service on matters related to position descriptions, classification reviews, new classification guides and standards, classification studies, classification appeals, and organizational design.
2. Pay and leave administration, including providing guidance on wage, salary and leave administration, tours of duty, time and attendance, pay setting, and incentives.
3. Recruitment and employment, including providing guidance on recruitment strategies, hiring methods and appointments, candidate evaluation, and staffing options available to selecting officials.
4. Employee relations, including providing technical advisory service on matters relating to conduct, performance, ethics, labor relations, grievances and appeals, supervisor/employee counseling, performance management, and incentive awards. Represents Agency at hearings.
5. Retirement and benefits, including providing technical advisory services on employee benefits programs, such as retirement, health and life insurance, Thrift Savings Plan, and Office of Workers' Compensation Program.
6. Personnel action processing and records management, including serving as an NFC liaison, processing actions in all personnel functional areas, and maintaining all personnel records.
7. Integrated Staff Services will develop innovative and client oriented policy and programs in the areas of labor management and employee relations, ethics/conflict of interest, classification and pay, employment, recruitment and examining, retirement and benefits, job information, State Cooperative Extension Service employment, human resource training and development, worklife quality, human resource planning, management and program analysis, automated personnel systems, and management information systems. Coordinates with Department in development and delivery of executive, managerial, and supervisory training.



A. Assignment of Functions

1. Formulates and implements policies and provides direction and technical guidance for the Research, Education, and Economics (REE) Agencies' contracting, procurement, and personal property programs.
2. Provides nationwide contracting and procurement support for supply, equipment, services, Automated Data Processing (ADP), and A-76 requirements in excess of the delegated authorities of REE Agencies' field organizations.
3. Provides total contracting, purchasing, and personal property support (except for construction and architectural and engineering services) to the Headquarters REE Agencies.
4. Provides functional leadership for ADP applications for contracting, purchasing, and personal property programs across REE Agencies nationwide.
5. Develops criteria for and issues delegations of authority for purchasing and contracting to REE Agencies' personnel nationwide. Monitors delegations to ensure they are appropriately exercised.
6. Serves as the REE contact point for contracting, purchasing, personal property, and reporting requirements with the Department, General Services Administration, Small Business Administration, and other external Agencies.
7. Supports the professional and technical development of REE Agencies' personnel performing contracting, purchasing and personal property functions through training, counseling, guidance, and limited duration assignments.
8. Evaluates the effectiveness and efficiencies of contracting, procurement and personal property programs, policies and procedures through field reviews and audits. Initiates corrective actions as appropriate.
9. Responsible for developing goals and criteria for REE Agencies' Procurement Preference Programs.
10. Provides contractual oversight to the ARS GOCO contract at the Human Nutrition Research Center on Aging (HNRCA), Boston, Massachusetts.

11. Performs and/or participates in major special projects of a cross-functional nature as requested.
12. Responsible for the acquisition, control, utilization, maintenance, accountability, and disposal of REE Agencies' personal property, including motor vehicles and the excess personal property program participated in by Agencies. This includes personal property utilization, accountability, maintenance, inventory requirements, sales, transfer, storage, and security; motor vehicle management, including fuel economy, utilization, maintenance, and replacement; exchange/sale actions covering equipment, animals, and perishables; maintenance of the PALS motor vehicle and property file; and the handling of Tort claims.

A. Assignment of Functions

## 1. Fiscal Operations

- a. Formulates and implements policies and provides direction and technical guidance for all Research, Education, and Economics Agencies and cooperators financial management programs.
- b. Performs financial analyses to promote the efficient use of REE resources.
- c. Provides status of fund control support which includes financial plans, commitments, obligations, available balances, etc., for all accounts in Research, Education, and Economics Agencies.
- d. Reviews for accuracy external reports prepared by NFC and/or develops internal financial information reports for Agencies' managers.
- e. Provides assistance to all Agencies' personnel in resolving unusual and difficult financial issues.
- f. Prepares and maintains Federal retirement, life insurance, and health benefits records involving professional State Extension employees, and provides liaison with OPM as necessary.
- g. Performs miscellaneous accounting operations not covered by NFC (e.g., cost share billings, collection, green book charges, etc., (certification functions).
- h. Provides liaison between service program offices and external offices.
- i. Prepares, reviews, and coordinates interagency reimbursable agreements.
- j. Reports information on Agencies' programs to Catalog of Federal Domestic Assistance.
- k. Develops, reviews, and analyzes program obligation estimates, appropriations, apportionments, allotments, and allocations.
- l. Reviews and analyzes the assessment of funds from USDA for central charges (Management Council/Working Capital Fund).
- m. Provide analytical support for administrative and financial management's quality management initiative.



## 2. Systems Review and Analysis

- a. Formulates and implements policies and provides direction and technical guidance for all Research, Education, and Economics Agencies and cooperators financial management programs.
- b. Provides system analysis and evaluates Research, Education, and Economics' financial and asset management systems to assure accountability and efficiency. Develops, implements, and supports REE financial systems including the National Finance Center (NFC) central accounting system, Headquarters level financial systems, and standardized financial systems used to support field activities. Trains users of these systems.
- c. Coordinates the internal control program of the Agencies including vulnerability assessments, internal control reviews, mutual assistance reviews, and imprest fund audits.
- d. Conducts a financial review and assistance program for field locations, land-grant institutions, and other organizations receiving Government funding.

## 3. Relocation and Travel

- a. Formulates and implements travel policies and provides direction and technical guidance for all Research, Education, and Economics Agencies and cooperators.
- b. Performs analyses of travel operations to promote the efficient use of Agency resources.
- c. Provides assistance to all Agencies' personnel in resolving unusual and difficult travel and relocation issues.
- d. Provides policies, procedures, technical advice, and service for foreign and domestic travel, relocation, and transportation.
- e. Provides liaison between service program offices and external offices on issues relating to travel and relocation.
- f. Provides planning support for conferences including negotiating and arranging for conference facilities.



A. Assignment of Functions

1. Facilities Contracting--Provides nationwide operational contracting support for construction requirements in excess of \$300,000 and architectural-engineering (A-E) requirements in excess of \$30,000. Federal facility requirements range in size from \$300,000 to multi-million. Perform planning, bidding, cost and price analysis, contract award, administration, and closeout actions for construction and architectural engineering requirements. Provide coordination, technical advice, and support to Agency Program Managers on policy formulation, monitoring of construction programs and authorities, budgetary requirements, reporting, and management accountability for Agencywide facilities and construction programs.
2. Engineering--Provides nationwide operational technical engineering project management for Federal facilities design and construction requirements in excess of \$30,000 for design and \$300,000 for construction. Facility requirements range in size from \$300,000 to multi-million. This includes project budget and schedule forecasting, design criteria development, execution of facilities project planning, design, and construction from project inception to completion. Coordinate project implementation with A-E firms, program officials, contracting function, and other Agency entities. Provide technical support and consultation to Headquarters and field organizational management and operating personnel in regard to accomplishing facility requirements. Provides policy formulation, implementation, and monitoring of operational execution. Assures that Federal facilities are brought up to satisfactory standards via the modernization program. Provides leadership and oversight for the energy program. Responsible for 6-year facilities modernization planning for a \$700 million inventory of needs.
3. Safety, Health, and Environment--Provides management of overall REE' safety, health and environmental management programs nationwide. Develops REEwide policies on safety, health and environmental regulations, hazardous waste issues, accident/injury/illness reporting, inspection and hazard abatement, industrial hygiene surveys, program promotion and training, occupational health maintenance, and controlled substances. Provides safety and health advice and guidance to, and technical guidance of, Area full-time and collateral-duty safety and health personnel, and liaison with USDA, OSHA, OWCP, NIOSH, EPA, and other Agencies. Direct supports field entities in development and implementation of hazardous waste program, accident/injury/illness reporting, inspection and hazard abatement, and industrial hygiene surveys.

4. Real Property--Responsible for the establishment of policy, plans, procedures, and the development of standards for the acquisition, utilization, management and disposal of real property including land, buildings, space, facilities, structures, and realty interests. Assure REEwide conformity with Federal laws and regulations relating to the acquisition of land, buildings, space and structures by purchase, exchange, transfer, donation, lease, easement, or withdrawal from public lands. Responsible for REEwide land and building disposal and outgrants including mineral leasing, grants of easement, rights-of-way, and revocable permits. Monitor land, building, and space utilization including the maintenance of an automated data base of real property holdings. Responsible for the acquisition, assignment, and management of federally owned and leased space including the space design, alteration, repair, and maintenance. Responsible for the management and oversight of delegated real property authorities. Assures all real estate agreements are obtained, executed, and administered to safeguard the overall interest of the United States. Conducts surveys of real property pursuant to Executive Order 12512 to determine present and future real property needs, and assures effective utilization of realty holdings.

A. Assignment of Functions

1. Technical Support - The Administrative and Financial Management (AFM) Administrative Information and Technology (AIT) Division is designed and organized to provide the AFM community with comprehensive technical support targeted at increasing productivity and enhancing the effectiveness of all AFM functions. The AIT's functions are:
  - a. Develop, deliver, and maintain comprehensive customer support for all AFM clientele, including user training, complete customer services (including cite specific "help desk" operations, LAN/WAN operations and support, security operations and support, hardware/software installations, etc.), and quality reviews.
  - b. Oversee/coordinate/support AFM's usage of all appropriate Departmental automated systems as they become available (e.g., FISVIS, systems resulting from the MAP initiative, etc.), and develop/implement/maintain/support all other necessary AFM-specific systems.
  - c. Provide all necessary information and technology planning and analysis functions for the AFM organization, the results of which serve as an integral component of the overall REE planning and analysis performed by the Communication and Technology (C&T) unit.
2. Paperwork Management Branch will:
  - a. Establish, in cooperation with Agency personnel, an active and continuing program for economical and efficient management of the Research, Education, and Economics agencies' records (44 U.S.C. 3102; 36 CFR 122.10(c)).
  - b. Manage Agency records, regardless of the medium (paper, electronic, or other) on which the record is created, used, or filed (44 U.S.C. 3101; 36 CFR 1220).
  - c. Ensure that Agency records can be accessed quickly and reliably (36 CFR 1222.50).
  - d. Keep Agency mailing, copying, and filing costs at a minimum, consistent with program requirements (36 CFR 1220.38; 36 CFR 1222.50; 41 CFR 201-4.2; FIRMR 201-45.107; FIRMR 201-45.202).
  - e. Control the creation of correspondence to ensure that Agencies create timely, responsive correspondence that is properly coordinated and consistent in tone, style, and presentation (36 CFR 1220.34; 41 CFR 201-22.002-3).
  - f. Control the creation and distribution of Agency directives to eliminate duplicative, conflicting, or confusing instructions to Agency personnel, and to ensure proper



documentation of Agency policies and procedures (36 CFR 1220.34; 36 CFR 1222.44; 41 CFR 201-22.002-3; 41 CFR 201-45; FIRM 201-45.105).

g. Control the creation and use of forms and reports to ensure that they are well-designed, are used efficiently, and do not proliferate unnecessarily (36 CFR 1220.34; 41 CFR 201-22.002-3; 41 CFR 45; 41 CFR 201-45.103; 41 CFR 201-45.6; FIRM 201-45.104).

h. Comply with GSA-managed Governmentwide programs for standard and optional forms and interagency reports (FIRM 201-45.5).

i. Review Agency information management activities to measure the progress and effectiveness of meeting the provisions of the Paperwork Reduction Act (44 U.S.C. 2904(c)(2); 36 CFR 1220-54). This review process includes in-house audits (which help determine how well the information resources management organization supports Agency missions) as well as the OMB/GSA review process (the triennial reviews) which results in a report to Congress regarding progress in meeting the provisions of the Paperwork Reduction Act.

j. Provide management and leadership to official mail program participated in by State and County Extension field offices.



A. Assignment of Functions

The office of Extramural Agreements provides leadership, guidance, direction, and programmatic liaison support relating to the administrative management of extramural programs within the Research, Education, and Economic (REE) Agencies of the U.S. Department of Agriculture (USDA) and selected programs of other USDA agencies, as well as programs of agencies outside USDA. Responsibilities include:

1. Provides, in conjunction with appropriate program officials, national leadership in the development and implementation of policies and procedures regarding the solicitation, negotiation, execution, and administration of grants, contracts, assistance and non-assistance cooperative agreements, and other types of agreements.
2. Provides, in conjunction with appropriate program officials, national leadership in managing activities concerned with (a) proposal solicitation, preliminary proposal review, and preaward negotiation; (b) awardees' compliance with Federal statutes, regulations, and policies; and (c) execution of awards, post-award administration, and timely closeouts.
3. Provides, in conjunction with appropriate program officials, national leadership in managing activities concerned with (a) developing statements of work and negotiations between program officials and cooperators on all types of agreements; (b) awardees' compliance with Federal statutes, regulations and policies, and (c) execution of awards, post-award administration, and timely closeouts.
4. Participating with REE program managers on all administrative matters relating to awards management, including goals, policies, procedures, priorities, and planning.
5. Coordinating REE extramural programs and administrative efforts with Federal and non-Federal agencies, private industries, international organizations, and other research and educational organizations, institutions and groups.
6. Establishing and maintaining a close working association with educational institutions, hospitals, profit and nonprofit organizations, State and local governments, Federal agencies, and other research and economic-orientated organizations, and advising U.S. and international client communities on all administrative aspects of REE extramural programs.
7. Provides national leadership, policy guidance, advice, and support to State recipients of REE awards and other cooperators for assigned budget and financial management programs authorized by Federal laws, regulations and/or Federal/State Memoranda of Understanding, including financial accounting; preparation and analysis of internal and external financial reports; providing document control of incoming State accounting data; billing function assistance to states and other cooperators,

primarily with cost-share and Federal building fund activities; developing accounting systems to meet needs of cooperators and OMB requirements.

8. Provides national leadership, policy guidance, advice, and support, to recipients of REE awards and other cooperators for administering funds, including determination of payments and the preparation of disbursement documents in the payments process; the review and approval of financial budgets and reports; coordination of incoming funds for projects and programs (including trust funds and reimbursable activities); providing expertise in the use of Federal funds and obtaining legal clarification from OGC, GAO, OMB, and Treasury.

9. Responsible for development of policies and procedures, implementation, review, and maintenance of applicable Administrative Regulations related to fiscal aspects of REE award recipients including interpretation of OMB circulars and implementation with recipients.

10. Processes audit reports on activities of REE awardees. Recommends appropriate action to Agency heads to adjudicate or implement audit findings. Provides technical advice and assistance as necessary to cooperators in resolving audit findings and recommendations.

11. Performs administrative reviews of financial activities related to REE award recipients.

12. Prepares and disseminates internal and external financial management reports for use by program managers in support of REE awards.



# SUMMARY OF CHANGES

## AGRICULTURAL RESEARCH SERVICE

Pay Plan and Grade	CURRENT FY-95	PROPOSED FY-95	DIFFERENCE
	FTEs	FTEs	FTEs

ES	76	77	1
GM-15	467	470	3
GM-14	592	602	10
Other	6865	7067	202
TOTAL	8000	8216	216

### ANNUAL COSTS

Salaries and Benefits	\$395,567,000	\$405,914,274	\$10,347,274
Other	300,815,000	308,774,726	7,959,726
TOTAL	\$696,382,000	\$714,689,000	\$18,307,000

SUPERVISORY/  
EMPLOYEE RATIO

1:12

1:12

## APPENDIX E STAFFING SUMMARY





# SUMMARY OF CHANGES

## NATIONAL AGRICULTURAL LIBRARY

Pay Plan and Grade	CURRENT FY-95	PROPOSED FY-95	DIFFERENCE
	FTEs	FTEs	FTEs

ES	1	0	-1
GM-15	3	0	-3
GM-14	10	0	-10
Other	202	0	-202
TOTAL	216	0	-216

### ANNUAL COSTS

Salaries and Benefits	\$10,347,274	\$0	(\$10,347,274)
Other	7,959,726	0	(\$7,959,726)
TOTAL	\$18,307,000	\$0	(\$18,307,000)

SUPERVISORY/  
EMPLOYEE RATIO

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## APPENDIX E STAFFING SUMMARY

10/31/94  
11:28 AM



Concurs:

*David L. Chapman*

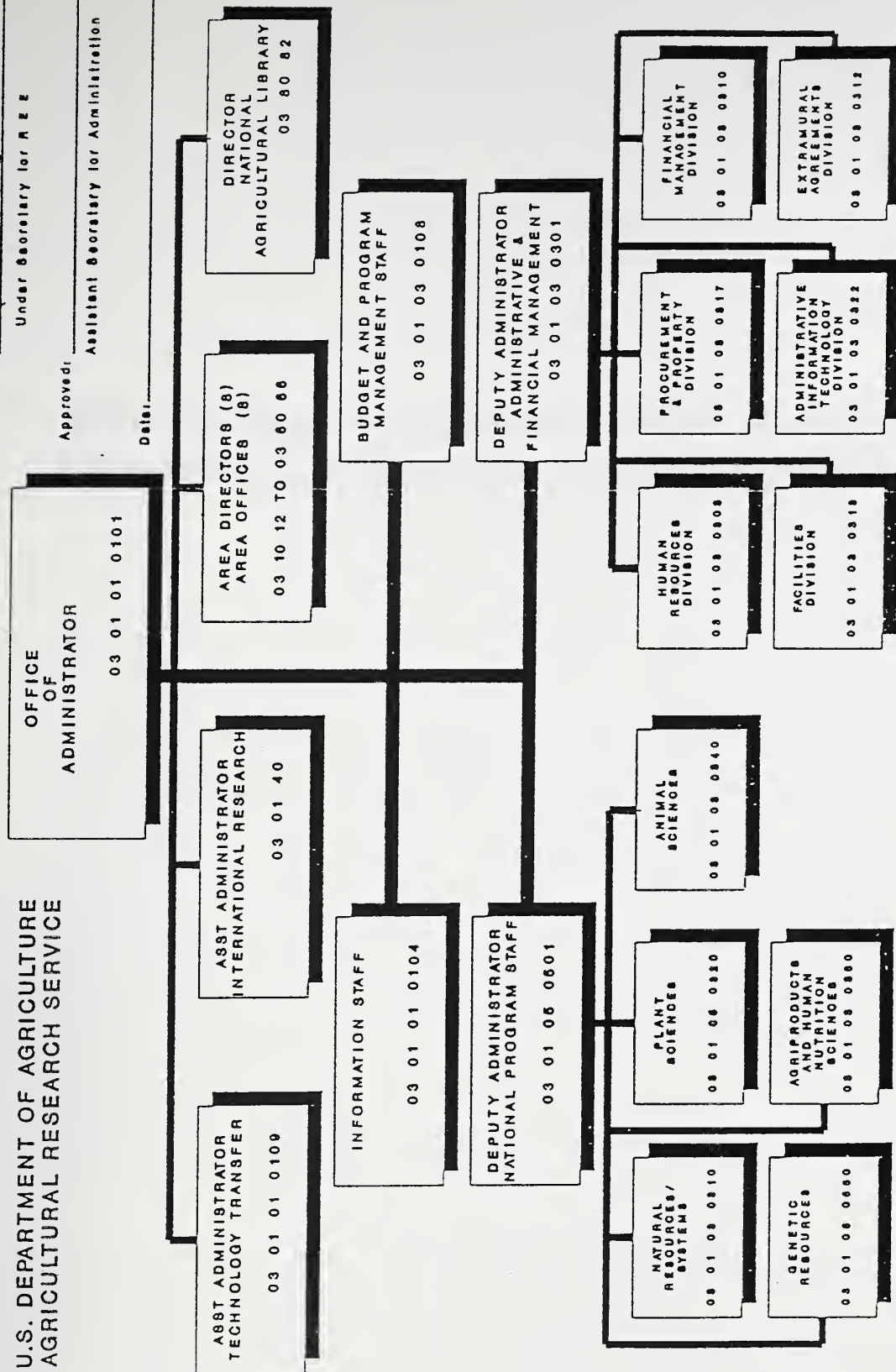
Under Secretary for R & E

Approved:

Assistant Secretary for Administration

Date:

# U.S. DEPARTMENT OF AGRICULTURE AGRICULTURAL RESEARCH SERVICE



MISSION: Provide access to agricultural information and develop new knowledge and technology needed to solve technical agricultural problems of broad scope and high national priority to ensure adequate availability of high-quality, safe food and other agricultural products to meet the nutritional needs of the American consumer, to sustain a viable and competitive food and agricultural economy, to enhance quality of life and economic opportunity for rural citizens and society as a whole, and to maintain a quality environment and natural resource base.

SUPERSEDES CHART DATED 12/28/92

Prepared by: ARA Personnel Division





**1010 Package - Cooperative State Research,  
Education, and Extension Service (CSREES)**



## COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE

### 1. Mission Statement

To work with partners and customers to advance research, extension, and higher education in the food and agricultural sciences and related environmental and human sciences to benefit people, communities, and the Nation.

### 2. Official Organizational Chart (see last page of this TAB)

### 3. Functional Statements

22 01 01 0101

Office of the Administrator

#### A. Assignment of Functions

1. Administer teaching funds authorized by section 22 of the Bankhead Jones Act, as amended (7 U.S.C. 329).
2. Cooperate with the States for the purpose of encouraging and assisting them in carrying out research related to the problems of agriculture in its broadest aspects under the Hatch Act, as amended (7 U.S.C. 361a–361i).
3. Support agricultural research at eligible institutions in the States through provision of Federal-grant funds to help finance physical research facilities (7 U.S.C. 390-390k).
4. Carry out a program (IR-4 Program) for the collection of residue and efficacy data in support of minor uses pesticide registration or reregistration and to determine tolerances for minor use chemical residues in or on agricultural commodities (7 U.S.C. 450i(e)).
5. Administer a program of competitive grants to State agricultural experiment stations, colleges and universities, other research institutions and organizations, Federal agencies, private organizations or corporations, and individuals for research to further USDA programs (7 U.S.C. 450i(b)).
6. Administer a program of special grants to carry out research to facilitate or expand promising breakthroughs in areas of food and agricultural sciences and to facilitate or expand ongoing State-Federal food and agricultural research programs; and administer a program of facilities grants to renovate and refurbish research spaces (7 U.S.C. 450i (c) and (d)).



7. Provide national leadership and support for cooperative research programs and other cooperative activities in the food and agricultural sciences to meet major needs and challenges in food and agricultural system productivity; development of new food, fiber, and energy sources; agricultural energy use and production; natural resources; promotion of the health and welfare of people; human nutrition; and international food and agriculture pursuant to the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3101 et. seq.).
8. Administer higher education programs in the food and agricultural sciences and administer grants to colleges and universities (7 U.S.C. 3152).
9. Conduct a program of grants to States to support continuing animal health and disease research programs under the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3191--3201).
10. Support continuing agricultural and forestry research, resident instruction, and facilities improvement at 1890 land-grant colleges, including Tuskegee University, and administer a grant program for five National Research and Training Centennial Centers (7 U.S.C. 3221, 3222, and 3222a--3222c).
11. Support agricultural research at the 1890 land-grant colleges, including Tuskegee University, through Federal grant funds to help finance physical facilities (7 U.S.C. 3223).
12. Cooperate and work with national and international institutions, Department and Ministries of Agriculture in other nations, land-grant colleges and universities, and other persons throughout the world in the performance of agricultural research activities (7 U.S.C. 3291)
13. Enter into contracts, grants, or cooperative agreements to further research, extension, or teaching programs in the food and agricultural sciences (7 U.S.C. 3318).
14. Enter into cost-reimbursable agreements relating to agricultural research, extension, or teaching activities (7 U.S.C. 3319a).
15. Administer an aquacultural assistance program, involving centers, by making grants to eligible institutions for research to facilitate or expand production and marketing of aquacultural food species and products; and making grants to States to formulate aquaculture development plans for the production and marketing of aquaculture species and products (7 U.S.C. 3322).
16. Administer programs and conduct projects in cooperation with other agencies for research and education on sustainable agriculture (7 U.S.C. 5811--5813).

17. Support research related to the development of new commercial products derived from natural plant materials for industrial, medical, and agricultural applications (7 U.S.C. 5925).
18. Administer the Small Business Innovation Development Act of 1982 for USDA (15 U.S.C. 638(e)-(k)).
19. Provide staff support to the Secretary of Agriculture in his role as permanent Chair for the Joint Subcommittee on Aquaculture established by the National Aquaculture Act of 1980 and coordinate aquacultural responsibilities within the Department (16 U.S.C. 2805).
21. Administer a cooperative agricultural extension program in accordance with the Smith-Lever Act, as amended (7 U.S.C. 341-349).
22. Administer a nutrition education program for Food Stamp recipients and for the distribution of commodities on reservations (7 U.S.C. 2020(f)).
23. Administer a national food and human nutrition extension program under the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3171-3175).
24. Administer a cooperative extension program developed for integrated crop management and integrated resource management practices (7 U.S.C. 5821).
25. Administer a competitive grant program to organizations to carry out a training program on sustainable agriculture (7 U.S.C. 5831).
26. Administer education programs on Indian reservations and tribal jurisdictions (7 U.S.C. 5930).
27. Provide for an expanded and comprehensive extension program for forest and rangeland renewable resources (16 U.S.C. 1671-1676).
28. Authorize the use of the 4-H Club name and emblem (18 U.S.C. 707).
29. Exercise the responsibilities of the Secretary under regulations dealing with Equal Employment Opportunity (part 18 of this subtitle).
30. Establish and administer a program for the development and utilization of an agricultural communications network (7 U.S.C. 5926).
31. Provide overall leadership, Extension coordination, and direction for the CSREES civil rights program, including program delivery compliance and equal employment

opportunity. Provide coordination for these programs and activities for CSREES and land-grant partners. This includes development, implementation, and coordination of actions plans; monitoring and evaluation of performance of recipient organizations (1862s and 1890s); coordination of programs such as affirmative employment programs, special emphasis programs; and development of policy and reporting requirements.

32. Insures compliance with Title VI of the Civil Rights Act of 1964, USDA Regulations 7 CFR 15, prohibiting discrimination in Federally assisted programs.
33. Insures compliance with Title VII of the Civil Rights Act of 1964, 29 CFR 1613, Americans With Disabilities Act of 1990, 42 U.S.C. 12101, prohibiting discrimination in Federal employment.
34. Insures compliance with Title IX of the Education Amendments of 1972, 20 U.S.C. 1681 et seq., prohibiting discrimination on the basis of sex in Federally assisted and USDA education programs and activities.
35. Insures compliance with Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 706, USDA Regulations 7 CFR 15.2, and the Americans With Disabilities Act of 1990, 42 U.S.C. 12101, prohibiting discrimination on the basis of handicap in federally assisted and USDA programs and activities.
36. Insures compliance with the Age Discrimination Act of 1975, 42 U.S.C. 6102, prohibiting discrimination on the basis of age in USDA programs and activities.
37. Provides Agency oversight, guidance, and coordination for legislative and Congressional matters.

#### B. Availability of Information

Information concerning the Cooperative State Research, Education, and Extension Service (CSREES) may be obtained from the Administrator, Cooperative State Research, Education, and Extension Service, U. S. Department of Agriculture, Washington, D.C. 20250-2200.

#### C. Historical Documents

For creation and major changes in the organization and mission of Cooperation State Research, Education, and Extension Service see:

1. Smith-Lever Act of May 8, 1914, as amended; Food and Agriculture Act of 1977, as amended.
2. Hatch Act of 1887, as amended; Cooperative Forestry Act of 1962, as amended; the



National Agricultural, Research, Extension, and Teaching Policy Act of 1977, as amended.

3. Title 7 United States Code; Section 7 Code of Federal Regulations.
4. Secretary's Memorandum No. 1010-1, October 20, 1994, "Reorganization of the Department of Agriculture."



A. Assignment of Functions

1. Provide national leadership and support in plant and animal production, protection, and processing research and extension program development and implementation (7 U.S.C. 3101 et. seq.)
2. Administer an aquacultural assistance program, involving centers, by making grants to eligible institutions for research to facilitate or expand production and marketing of aquacultural food species and products; and making grants to States to formulate aquaculture development plans for the production and marketing of aquaculture species and products (7 U.S.C. 3322).
3. Administer grants to further develop and expand aquaculture research facilities for intensive water recirculating aquaculture systems (7 U.S.C. 3323).
4. Cooperate with State Cooperative Extension Service, Agricultural Experiment Stations and others in carrying out research to optimize crop and livestock production potential in integrated resource management and integrated crop management systems (7 U.S.C. 5821).
5. Provide staff support to the Secretary of Agriculture in his role a permanent Chair for the Joint Subcommittee on Aquaculture Act of 1980 and coordinate aquacultural responsibilities within the Department (16 U.S.C. 2805).
6. Administer grants related to research and development in aquaculture (16 U.S.C. 2806).
7. Administer an aquaculture assistance program by supporting eligible institutions for extension to facilitate or expand production and marketing of aquaculture food species and products; and conducting a program of extension and demonstration at aquacultural demonstration centers (7 U.S.C. 3322).
8. Administer a cooperative extension program developed for integrated crop management and integrated resource management practices (7 U.S.C. 5821).
9. Implement and administer an extension program developed for integrated pest management (7 U.S.C. 5881).
10. Establish a national pesticide resistance monitoring program (7 U.S.C. 5882).
11. Administer a cooperative extension program (related to Plants and Animals) in accordance with the Smith-Lever Act (7 U.S.C. 341-349).

12. Cooperate with States for the purpose of encouraging and assisting them in carrying out research related to the problems of agriculture (plants and animals) under the Hatch Act (7 U.S.C. 361a-361i).
13. Initiate and facilitate the development and implementation of nationwide CSREES policies and programs that address priority needs and program thrust in science related to plant and animal production, protection and processing.
14. Facilitate the establishment of standards for quality programs.
15. In liaison with the other entities of CSREES, articulate the needs of the Agency for financial, facility, research and other resources to the Department, Executive Branch, and Congress.
16. Represent Federal interests, policies, and legislation with land-grant and other universities, other agencies, and customers.

A. Assignment of Functions

1. Provide national leadership and support for cooperative research and extension programs and other cooperative activities in natural resources and environment. (7 U.S.C. 3101 et. seq.).
2. Enter into contracts, grants, and cooperative agreements to further natural resources and environment research, or teaching programs (7 U.S.C. 3318) cost reimbursable agreements relating to research and teaching (7 U.S.C. 3319a).
3. Administer a cooperative extension program (sic. related to Natural Resources and Environment) in accordance with the Smith-Lever Act (7 U.S.C. 341-349).
4. Cooperate with the States for the purpose of encouraging and assisting them in carrying out research related to the problems of agriculture (sic. Natural Resources and Environment) under the Hatch Act (7 U.S.C. 361a-361i).
5. Administer a program of competitive grants to State Agriculture Experiment Stations, colleges and universities, other research institutions and organizations, Federal agencies, private organizations, and corporations and individual for (sic. Natural Resources and Environment) research to further USDA programs. (7 U.S.C. 450 i (b)).
6. Administer a cooperative rangeland research program (7 U.S.C. 331-3336).
7. Administer programs and conduct projects in cooperation with other agencies for research and education on sustainable agriculture (7 U.S.C. 5811-5813).
8. Administer a grants program to States to administer programs for State agricultural weather information systems (7 U.S.C. 5854).
9. Support research on the effects of global climate change in agriculture and forestry, (7 U.S.C. 6702).
10. In cooperation with other Agency staff, administer a competitive forestry, natural resources, and environmental grant program (16 U.S.C. 582a-8).
11. Conduct and coordinate Departmental research programs on water quality and nutrient management (7 U.S.C. 5504); establish and administer educational programs relating to water quality (7 U.S.C. 5503).

12. Identify and complete information on methods of composting agricultural wastes and its potential uses and develop educational programs on composting (7 U.S.C. 3130).
13. Support continuing agricultural and forestry extension at 1890 land-grant colleges (7 U.S.C. 3221).
14. Conduct forestry and natural resource education programs, including guidelines for technology transfer (16 U.S.C. 1674).
15. Provide educational assistance to State foresters under the Forest Stewardship Program (16 2103 a).
16. Provide educational assistance to farmers regarding the Agricultural Water Quality Protection Program (16 U.S.C. 3838 b).
17. Conduct demonstrational and promotional activities related to farm dwellings . . . for more efficient and economical farm use (42 U.S.C. 1476 (b)).
18. Provide educational and technical assistance in implementing and administering the conservation reserve program authorized in Sections 1231-1244 in P.L. 99-198, Stat. 1509 (16 U.S.C. 3831-3844).
19. Collaborate and form partnerships with public and private organizations to plan, broker, integrate, and evaluate extension, research, and education programs in natural resources and environment.
20. Ensure high quality research and programs in natural resources and environment.
21. Represent Federal interests, policies, and legislation in natural resources and environment to agencies and partners, and customers.



A. Assignment of Functions

1. Provides national perspective and leadership in the children, youth, and family program area for Extension, Education, and Research Services in policy formulation, program development implementation, and evaluation (7 U.S.C. 341-349; 7 U.S.C. 3317).
2. Facilitates communication among USDA, other agencies of the Federal Government, State Cooperative Extension Services, State Agricultural Experiment Stations and with citizens in their communities (7 U.S.C. 5926; 7 U.S.C. 3318; 7 U.S.C. 3319a).
3. Provides administrative and program leadership to assure compliance with Federal laws, regulations, and policies pertaining to Extension and Research Programs and use of Federal funds, including the provisions of the Civil Rights Act of 1964. Provides leadership to assure the Extension and Research Services values diversity and achieves and sustains pluralism as an integral part of every aspect of mission and vision; work force; programs; audiences; and relationships with other people, groups, and organizations.
4. Facilitates staff training and development in areas related to national program priorities (7 U.S.C. 2662).
5. Provides national perspective and leadership for the 4-H and Youth Development Program in policy formulation, program development, implementation, and evaluation (18 U.S.C. 707).
6. Provide national leadership and support for cooperative research and extension programs and other cooperative activities for the promotion of health and welfare of people (7 U.S.C. 3101 et. seq.).
7. Enter into contracts, grants, and cooperative agreements to further nutrition and health research, or teaching programs (7 U.S.C. 3318), and cost reimbursable agreements relating to research and teaching (7 U.S.C. 3319a).
8. Administer a cooperative extension program (sic. related to Nutrition and Health) in accordance with the Smith-Lever Act (7 U.S.C. 341-349).
9. Cooperate with the States for the purpose of encouraging and assisting them in carrying out research related to the problems of agriculture (sic. Nutrition and Health) under the Hatch Act (7 U.S.C. 361a-361i).

10. Administer a program of competitive grants to State Agriculture Experiment Stations, colleges and universities, other research institutions and organizations, Federal agencies, private organizations, and corporations and individual for (sic. Nutrition and Health) research to further USDA programs (7 U.S.C. 450 i(b)).
11. Administer a nutrition education program for Food Stamp recipients and for the distribution of commodities on reservations (7 U.S.C. 2020 (f)).
12. Administer a grants program for rural health and safety education (7 U.S.C. 2662).
13. Administer a demonstration grants program for support of an assistive technology program for farmers with disabilities (7 U.S.C. 5933).
14. Administer competitive grants to States to establish a pilot to coordinate a pilot project to coordinate food and nutrition education programs (7 U.S.C. 202 7(a) and 5932).
15. Collaborate and form partnerships with public and private organizations to plan, broker, integrate, and evaluate extension, research, and education programs in nutrition and health.
16. Ensure high quality research and programs in nutrition and health.
17. Represent Federal interests, policies, and legislation in nutrition and health to agencies and partners, and customers.

A. Assignment of Functions

1. Provide national leadership and support for cooperative research and extension programs and other cooperative activities in rural and economic development. (7 U.S.C. 3101 et. seq.).
2. Administer a cooperative extension program (sic. related to rural and economic development) in accordance with the Smith-Lever Act (7 U.S.C. 341-349).
3. Cooperate with the States for the purpose of encouraging and assisting them in carrying out research related to the problems of agriculture (sic. rural and economic development) under the Hatch Act (7 U.S.C. 361a-361i).
4. Administer a program of competitive grants to State Agriculture Experiment Stations, colleges and universities, other research institutions and organizations, Federal agencies, private organizations, and corporations and individual for (sic. rural and economic development) research to further USDA programs. (7 U.S.C. 450 i (b)).
5. Conduct educational and demonstration work related to the distribution and marketing of agricultural products under the Agricultural Marketing Act of 1946 (7 U.S.C. 1621-1627).
6. Administer, in cooperation with the States, a cooperative rural development and small farm research program under the Rural Development Act of 1972, as amended (7 U.S.C. 2661-2667).
7. Administer grants to States in support of the establishment and operation of International Trade Development Center (7 U.S.C. 3292).
8. Administer research and extension grants for the development of agricultural production marketing systems to service niche markets (7 U.S.C. 5925).
9. Administer a special grants program to study constraints on agricultural trade (7 U.S.C. 5931).
10. Administer a rural economic and business development program to employ specialists to assist individuals in business activities (7 U.S.C. 2662).
11. Administer a competitive grant program for financially stressed farmers, dislocated farmers, and rural families (7 U.S.C. 2662 f).



A. Assignment of Functions

1. Cooperate with the States for the purpose of encouraging and assisting them in carrying out research related to the problems of agriculture in its broadest aspects under the Hatch Act, as amended (7 U.S.C. 361a--361i).
2. Administer a cooperative agricultural extension program in accordance with the Smith-Lever Act, as amended (7 U.S.C. 341-349).
3. Support agricultural research at eligible institutions in the State through provision of Federal-grant funds to help financial physical research facilities (7 U.S.C. 390-390k)
4. Carry out a program (IR-4 Program) for the collection of residue and efficacy data in support of minor uses pesticide registration or reregistration and to determine tolerances for minor use chemical residues in or on agricultural commodities (7 U.S.C. 450i(e)).
5. Administer a program of special grants to carry out research to facilitate or expand promising breakthroughs in areas of food and agricultural sciences and to facilitate or expand ongoing State-Federal food and agricultural research programs; and administer a program of facilities grants to renovate and refurbish research spaces (7 U.S.C. 4501 (c) and (d)).
6. Administer, in cooperation with the States, a cooperative rural development and small farm research program under the Rural Development Act of 1972, as amended (7 U.S.C. 2661-2667).
7. Provide national leadership and support for cooperative research and extension programs and other cooperative activities in the food and agricultural sciences to meet major needs and challenges in food and agricultural system productivity; development of new food, fiber, and energy sources; agricultural energy use and production; natural resources; promotion of the health and welfare of people; human nutrition; and international food and agriculture pursuant to the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3101 et. seq.).
8. Conduct a program of grants to States to support continuing animal health and disease research programs under the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3191--3201).
9. Support continuing agricultural and forestry research, extension, resident instruction, and facilities improvement at 1890 land-grant colleges, including Tuskegee



University, and administer a grant program for five National Research and Training Centennial Centers (7 U.S.C. 3221, 3222, and 3222a--3222c).

10. Support agricultural research at the 1890 land-grant colleges, including Tuskegee University, through Federal grant funds to help finance physical facilities (7 U.S.C. 3223).
11. Conduct program evaluations to improve the administration and efficacy of the cooperative research grants program involving State Agricultural experiment stations, cooperative extension services, and colleges and universities (7 U.S.C. 3317).
12. Administer a cooperative rangeland research program (7 U.S.C. 3331--3336).
13. Administer programs and conduct projects in cooperation with other agencies for research and education on sustainable agriculture (7 U.S.C. 5811--5813).
14. Make grants, under such terms and conditions as the Administrator determines, to eligible institutions for the purpose of assisting such institutions in the purchase of equipment and land, and the planning, construction, alteration, or renovation of buildings, to provide adequate facilities to conduct extension work, and issue rules and regulations as necessary to carry out this authority (7 U.S.C. 3224).
15. Conduct program evaluations to improve the administration and effectiveness of the cooperative extension programs involving State agricultural experiment stations, cooperative extension services, and colleges and universities (7 U.S.C. 3317).
16. Administer education programs on Indian reservations and tribal jurisdictions (7 U.S.C. 5930).
17. Provide leadership and direct assistance in planning, conducting, and evaluating extension programs under a memorandum of agreement with the Bureau of Indian Affairs dated May 1956.
18. Administer grants to 1890 land-grant colleges, including Tuskegee University, to upgrade agricultural and food sciences facilities which are used for research, extension, and resident instruction (7 U.S.C. 3222b).

A. Assignment of Functions

1. Administer a program of competitive grants to State agricultural experiment stations, colleges and universities, other research institutions and organizations, Federal agencies, private organizations or corporations, and individuals for research to further USDA programs (7 U.S.C. 450i(b)).
2. Administer a grant program for risk assessment research to address concerns about the environmental effects of biotechnology (7 U.S.C. 5921).
3. Administer the Small Business Innovation Development Act of 1982 for USDA (15 U.S.C. 638(e)-(k)).
4. Establish and administer extramural grants and agreements to colleges, universities, Federal laboratories, private research and organizational entities for cooperative research, education, and extension activities unique to the external partnership arrangement (7 CFR 2.107-2.108).
5. Enter into contracts, grants, or cooperative agreements to further research, education, or extension programs in the food, agricultural, and related sciences. (7 U.S.C. 3318).
6. Enter into cost-reimbursable agreements relating to food, agricultural, and related research, education, or extension (7 U.S.C. 3319a).
7. Provide program and partnership support for the Cooperative State Research, Education and Extension Service, as agreed to within the Agency with authority to take actions required by law or regulation (7 CFR 2.107-2.108).

A. Assignment of Functions

1. Provide national leadership for:
  - a. Strengthening college and university degree programs in the food and agricultural sciences.
  - b. Producing graduates needed to fulfill the Nation's requirements for food and agricultural scientific and professional expertise.
2. Establish and maintain cooperative relationships with representatives from academia, the private sector, and Federal agencies to:
  - a. Establish national priorities for food and agricultural sciences higher education.
  - b. Develop cooperative Federal-State and public-private action agendas for achieving national priorities.
3. Represent the Secretary and the Department on Federal interagency committees for formulating national policy to promote excellence in higher education.
4. Develop and disseminate essential baseline data for analyzing attributes of the Nation's food and agricultural sciences higher education system and for measuring the supply of and demand for food and agricultural scientific and professional expertise.
5. Administer higher education competitive grant programs in the food and agricultural sciences to colleges and universities to:
  - a. Recruit and support new graduate students in areas experiencing shortages of expertise (7 U.S.C. 3152).
  - b. Strengthen teaching programs in the areas of curriculum design and material development, faculty preparation and enhancement for teaching, instruction delivery systems, student experiential learning, scientific instrumentation for teaching, and student recruitment and retention (7 U.S.C 3152).
  - c. Build the teaching and research capacities of the 1890 land-grant colleges and Tuskegee University through cooperative initiative with Federal and non-Federal entities (7 U.S.C. 3318)

6. Administer the formula funds appropriated under the Morrill-Nelson Act for resident instruction programs in the food and agricultural sciences at land-grant institutions (7 U.S.C 321-326a).
7. Provide leadership in planning, organizing, and supporting international research, education, and extension programs including policy development, providing technical assistance in program management, recruiting qualified personnel, and developing programs that benefit the U.S. food and agricultural system.
8. Work with cooperators in identifying and defining requirements for research, education, and extension information needs related to the management of Agency programs.
9. Administer the Current Research Information Systems (CRIS) and the Food and Agricultural Education Information System (FAEIS).
10. Organize and maintain technical information in the CRIS, FAEIS, and other data bases, and provide technical retrieval services and products for USDA, CSREES, State scientists and educators, policy managers, and others.



A. Assignment of Functions

1. Provide leadership in strategic planning for research and educational communications networking and applications within the context of the National Information Infrastructure (NII) including, but not limited to, high performance computing and communications systems.
2. Facilitate or provide consultancy to CSREES and its partners in the communication and educational technology needs of the Agency and its programs; examples might include research/documentation, design/development, implementation, management and evaluation, human resource development/training.
3. Provide leadership and coordination of Information Technology for CSREES including, but not limited to, public access networks, data processing, information discovery and retrieval systems, and telecommunications.
4. Maintain leadership in the strategic development and systematic design of distance education. The focus is on the necessary human resource infrastructure required along with the application of communication technologies.
5. Develop and implement strategies that improve the access to and marketing and distribution of research and education news and information; examples include national electronic news and information service including rapid response communications network.
6. Serves as a Center of Excellence providing communication, information, and technology expertise for the REE Agencies.

## STAFFING SUMMARY

## SUMMARY OF CHANGES

## COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE

Pay Plan and Grade	CURRENT FY-95	PROPOSED FY-95	DIFFERENCE
	FTEs	FTEs	FTEs
<b>Extension Service</b>			
ES	9		
GM-15	24		
GM-14	28		
Other	109		
TOTAL	170		
<b>Cooperative State Research Service</b>			
ES •	9		
GM-15	39		
GM-14	17		
Other	170		
TOTAL	235		
<b>Cooperative State Research, Education, and Extension Service</b>			
ES •		12	-6
GM-15		69	6
GM-14		45	0
Other		279	0
TOTAL		405	0

•Includes 2 SL



## STAFFING SUMMARY

10/28/94  
3:53 PM

## SUMMARY OF CHANGES

## COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE

Pay Plan and Grade	CURRENT FY-95	PROPOSED FY-95	DIFFERENCE
	FTEs	FTEs	FTEs

## ANNUAL COSTS

Extension Service  
 Salaries and Benefits \$13,483,000  
 Other 4,369,000  
 TOTAL \$17,852,000

Cooperative State Research Service  
 Salaries and Benefits \$12,292,000  
 Other 7,880,000  
 TOTAL \$20,172,000

Cooperative State Research, Education, and Extension Service  
 Salaries and Benefits \$25,775,000  
 Other 12,249,000  
 TOTAL \$38,024,000

## SUPERVISORY/EMPLOYEE RATIO

Extension Service 1:09  
 Cooperative State Research Service 1:09  
 Cooperative State Research  
 Education and Extension Service 1:09

0  
0  
0





U.S. DEPARTMENT OF AGRICULTURE  
COOPERATIVE STATE RESEARCH, EDUCATION,  
AND EXTENSION SERVICE

Recommended: *William D. Taylor*  
Administrator

Concurred: *Ronald D. Bowman*  
Under Secretary for R E E

Approved: \_\_\_\_\_  
Assistant Secretary for Administration

Date: \_\_\_\_\_

OFFICE  
OF  
ADMINISTRATOR  
22 01 01 0101

DEPUTY ADMINISTRATOR  
Plant & Animal  
Production, Protection,  
and Processing  
22 01 10 1005

DEPUTY ADMINISTRATOR  
Natural Resources and  
Environment  
22 01 10 1010

DEPUTY ADMINISTRATOR  
Rural, Economic and  
Social Development  
22 01 10 1016

DEPUTY ADMINISTRATOR  
Children, Youth,  
Family,  
Nutrition and Health  
22 01 10 1020

DEPUTY ADMINISTRATOR  
Partnerships  
22 01 10 1026

DEPUTY ADMINISTRATOR  
Competitive Research  
Grants and Awards  
Management  
22 01 10 1030

DEPUTY ADMINISTRATOR  
Science and  
Education Resources  
Development  
22 01 10 1036

DEPUTY ADMINISTRATOR  
Communications,  
Technology, and  
Distance Education  
22 01 10 1040

MISSION: To work with partners and customers to advance research, extension, and higher education in the food and agricultural sciences and related environmental and human sciences to benefit people, communities, and the Nation.

NEW CHART

Prepared by ARS Personnel Division



## **1010 Package - Economic Research Service (ERS)**





## ECONOMIC RESEARCH SERVICE

### 1. Mission Statement

The Economic Research Service provides economic and other social science information and analysis for public and private decisions on agriculture, food, natural resources, and rural America.

### 2. Official Organizational Chart (see last page of this TAB)

### 3. Functional Statements

18 01

#### Office of the Administrator

##### A. Assignment of Functions

Develop and implement policies and plans in support of a program of economic and other social science research, analysis, and data dissemination. The primary objective of ERS is to provide economic and other social science information and analysis for public and private decisions on agriculture, food, natural resources and rural America. Clients for ERS research and analysis are the Executive Branch; the U.S. Congress; environmental, consumer and public interest groups, including farm and industry groups; and the general public. General functions are: conducting research and staff analysis, and developing mid- to long-term outlook analysis and economic indicators. Specific functions are:

Produce economic information through a program of research and analysis on domestic and international agricultural developments that enhance understanding of domestic and world agricultural markets.

Provide economic research, monitoring and statistical indicators of food and consumer issues and concerns including: nutrition education and food assistance; food safety regulation; determinants of consumer demand for quality and safety; and food marketing trends and developments.

Develop an economic research program to support policy decision-making on agricultural resource and environmental issues. In particular, provide research, monitoring and statistical indicators on how agricultural production technologies and policies affect natural resources and the environment.

Conduct a program of research and data development assessing the effect of public and private actions and policies on national rural and agricultural conditions including the transformation of the rural economy, the financial performance of the farm sector, and the implications of changing farm credit and financial market structures.

Provide management of data, information, and administrative activities in support of ERS research and analysis program.

Make ERS-produced information widely available through research reports, outlook reports, electronic data bases and CD ROM reports, participation of ERS staff at public issue-oriented forums, and other media--radio, television, and newspapers.

Administer an Equal Opportunity and Civil Rights program. Provide leadership in appointing, training, and coordinating activities for Equal Employment Opportunity committees, and for all special emphasis activities relating to equal opportunities for women, Hispanics, Native Americans, Blacks, other minority groups, and persons with disabilities. Provide policy guidance and direction in the processing of employment-related complaints of discrimination, and in the development and preparation of the Equal Employment Opportunity Affirmative Employment Program Plan and the Civil Rights Implementation Plan. These include: monitor, collect, and evaluate statistical data; develop and issue program guidelines and procedures; and take action to assure nondiscrimination in recruitment, employment, training and in all other personnel activities.

The Office of Energy and New Uses, a staff office attached to the Office of the Administrator, provides Departmental leadership, oversight, coordination, and evaluation for USDA's energy and energy-related activities, except those delegated to the Assistant Secretary for Administration.

#### B. Availability of Information

Information concerning ERS programs may be obtained from the Customer Service Manager, Economic Research Service, 1301 New York Avenue NW, Room 208, Washington, DC 20005-4788 (202-219-4060). Requests for information under the Freedom of Information Act should be submitted to the Information Staff, Agricultural Research Service, 6303 Ivy Lane, Room 450, Greenbelt, MD 20770 (301-344-2340).

#### C. Historical Documents

For creation and major changes in the organization and mission of the Economic Research Service, see:

The Organic Act of 1944

The Agricultural Marketing Act of 1946

Secretary's Memorandum No. 1446, Supplement 1, April 3, 1961

The Rural Development Act of 1972

The Agriculture-Environmental and Consumer Protection Act of 1973

The Food and Agriculture Act of 1977

Secretary's Memorandum No. 1927, October 5, 1977, "Reorganization of Selected

Department Offices and Agencies”

Secretary’s Memorandum No. 2025, September 17, 1980, “Establishment of the  
Agricultural Cooperative Service”

Secretary’s Memorandum No. 1000-1, June 17, 1981, “Reorganization of  
Department”

Secretary’s Memorandum No. 1010-1, October 20, 1994, “Reorganization of the  
Department of Agriculture.”



A. Assignment of Functions

Conducts a program of economic research, economic intelligence gathering, analysis, and data development and dissemination on the relationships among economic conditions, U.S. and foreign policies, and agricultural production.

General functions are:

Develop and monitor current intelligence and indicators on domestic and international agricultural developments and mid- to long-term forecasts of domestic and world agricultural markets.

Assess the technological, economic, and institutional forces influencing U.S. and world agricultural markets.

Conduct special analyses of U.S. and world agricultural markets for policy officials to assist in policy development and the operation of USDA programs.

Specific functions are:

Develop and maintain national and international estimates and mid- to long-term forecasts of commodity production, distribution, trade, consumption, and prices.

Analyze U.S. and foreign agricultural and trade policies and their relationships to U.S. and world supply, demand, and trade of commodities.

In cooperation with the other ERS divisions, analyze the relationships between U.S. food, health and safety, and environmental policies and programs and U.S. agricultural production.

Coordinate Agencywide outlook program and plan and manage the publication of outlook reports. Coordinate ERS participation with the WAOB and others in the Interagency Commodity Estimates Committees.

Maintain and distribute national and international databases on commodity production, use, trade, and prices. Develop and maintain estimates of U.S. agricultural commodity imports and exports.

Develop current intelligence on U.S. and foreign agricultural developments, including policy changes and institutional developments that affect agricultural markets.

A. Assignment of Functions

Provide economic research, monitoring and statistical indicators, and staff and policy analysis of consumer and food marketing issues, including consumption determinants and trends; consumer demand for food quality, safety, and nutrition; food security; market competition; vertical coordination; nutrition education and food assistance programs; and food safety regulation.

Specific functions are:

Analyze consumer behavior and food choices, including research regarding the socio-demographic and economic determinants of food and nutrient consumption; consumer valuation of quality, safety, and nutrition characteristics; and the role of information in determining food choices.

Examine food assistance and nutrition programs, nutritional adequacy of diets, and food security, including costs and benefits of food assistance and nutrition programs, program and policy alternatives, the extent and social cost of food insecurity, and the role of food assistance in meeting larger goals of welfare programs.

Analyze the food processing and distribution sector, including the ability of the sector to meet changing consumer demand; the effect of government market interventions to facilitate that response; and the effect of government interventions and rapid changes in the sector on consumer and producer welfare.

Analyze food safety issues, including consumer benefits from risk reduction, production tradeoffs in reducing hazards, impact of proposed regulations and international harmonization, and policy alternatives.

Develop and monitor indicators of individual, household, and market level food consumption, expenditures, and nutrients; food marketing costs, marketing margins, and farm-retail price spreads; and food safety hazards, their effects, and mitigation.

### A. Assignment of Functions

Provide economic research, monitoring and statistical indicators, and staff and policy analysis of agricultural resource and environment issues including the relationship between agriculture—its practices, technologies, policies, and resource use—and the environment including effects on the sustainability of the natural resource base, preservation of species and genetic diversity, and environmental quality.

Specific functions are:

Develop and disseminate data for assessing the use of agricultural resources and technologies by agricultural producers. These data include use and ownership of land, use of agricultural chemicals and equipment, and water use.

Evaluate the implications of alternative agricultural and resource conservation policies and programs on commodity prices, consumer welfare, competitiveness, and long-range maintenance of agricultural land and water resources.

Analyze the costs, benefits, and distributional impacts of alternative policies to reduce environmental and health risk externalities associated with agriculture.

Monitor and analyze the uses and conditions of the nation's water resources and the economic consequences of agricultural and environmental policies affecting water supply, use, and quality.

Analyze the impacts of national and global developments and domestic and international policies on the use and value of land, water, capital assets, and other agricultural resources.

Assess the possible impacts of proposed or anticipated domestic policy and program changes on agricultural production decisions.

Assess the effects of technology on input use and markets and evaluate the factors affecting input productivity and technology adoption.

Analyze the implications of global environmental change and sustainable development for U.S. agriculture.



A. Assignment of Functions

Conducts a program of economic and social science research and analysis on national rural and agricultural conditions and trends, and identifies and assesses the potential impact of public and private sector actions and policies that affect rural areas and the agricultural sector for Department officials, and other decision makers.

The core program includes the industrial transformation of the rural economy; the financial performance of the farm sector and its components; changes in rural populations, labor markets, and labor conditions; and the implications of the evolving structures of farm credit, and financial markets for rural people, businesses, communities, and institutions.

Specific functions are:

Analyze and report on current economic and demographic issues facing rural areas and agriculture, especially how changes in the national and global economies affect rural areas and the agriculture sector.

Determine the effects of economic, social, and governmental events and actions on the demand for and supply of rural local government services, the quality of such services, and the relationships between local services and the viability of rural communities.

Develop and disseminate information on current trends in the non-metropolitan and farm populations, the number, location and characteristics of such people, and the factors associated with these trends.

Develop estimates and analyze labor force trends in rural labor markets, including analyses of unemployment and employment by industry and occupational groups, including farm labor.

Develop data on the income situation of rural people and evaluate the effectiveness of alternative public policies and programs in improving incomes of rural people, especially people in disadvantaged groups.

Monitor information on and analyze the development of rural portions of geographic regions of the United States, including changes in industry mix, impacts of energy costs, credit availability, and other economic activities, and means of measuring overall economic development.

Analyze and report on developments in rural and agricultural financial markets and in Federal tax laws, and their consequences for agriculture and rural economies.



Collect necessary information and perform international, national and regional macroeconomic analysis to estimate the effects of macroeconomic trends and events in the global economy on rural areas, the American farm sector, and rural regions. This function includes maintaining the agricultural portion of the national input-output accounts of the U.S. Department of Commerce.

Collect and disseminate financial information on farms and farm enterprises, and develop techniques necessary to measure and describe the financial condition of the agriculture sector and its components. Estimates of farm income are incorporated into the U.S. Income and Product Accounts maintained by the U.S. Department of Commerce.

A. Assignment of Functions

Manage and direct Agencywide data, information, and administrative activities in support of the economic research and analysis mission of ERS. General functions are:

Provide ERS operations and management services including liaison with ARS' Administrative and Financial Management unit.

Develop and manage the Agencies' information technology infrastructure.

Develop and manage ERS data and information and dissemination programs, policies, and procedures.

Specific functions are to:

Coordinate Agency management and support services including program planning, budget preparation, facilities management, and liaison with appropriate USDA and other Federal agencies.

Manage the development, integration, and review of ERS program and support plans, including the maintenance of executive information systems.

Conduct special analyses to support the program planning and resource allocation process of ERS.

Develop plans, policies, and procedures for the effective implementation of information technologies and for the management of ERS information and data resources.

Develop and manage the Agencies' internal and external digital communications networks to enhance program efficiency and effectiveness.

Develop and manage data structures to facilitate research and analysis and, through public access, to promote wider knowledge of agricultural and rural economic conditions and trends.

Conduct a comprehensive editing, publishing, and dissemination program for situation and outlook reports, periodicals, and monographs that communicate the results of the economic and other social science research of ERS.

Conduct comprehensive information and data dissemination operations that provide

current information in printed and electronic forms to satisfy customer needs for timeliness and service.

Develop training program requirements to facilitate Agency staff development and coordinate implementation through USDA, governmental, and private facilitators.

# SUMMARY OF CHANGES

## ECONOMIC RESEARCH SERVICE

Pay Plan and Grade	CURRENT FY-94	PROPOSED FY-95	DIFFERENCE
	FTEs	FTEs	FTEs
ES	8	8	0
SL	1	1	
GS-15	55	45	-10
GS-14	133	114	-19
Other	524	452	-72
TOTAL	721	620	-101
ANNUAL COSTS			
Salaries and Benefits	\$46,178,000	\$42,917,000	(\$3,261,000)
Other	18,279,000	16,422,000	(\$1,857,000)
TOTAL	\$64,457,000	\$59,339,000	(\$5,118,000)
SUPERVISORY/ EMPLOYEE RATIO	1:05	1:10	





U.S. DEPARTMENT OF AGRICULTURE  
ECONOMIC RESEARCH SERVICE

Recommended:

Administrator

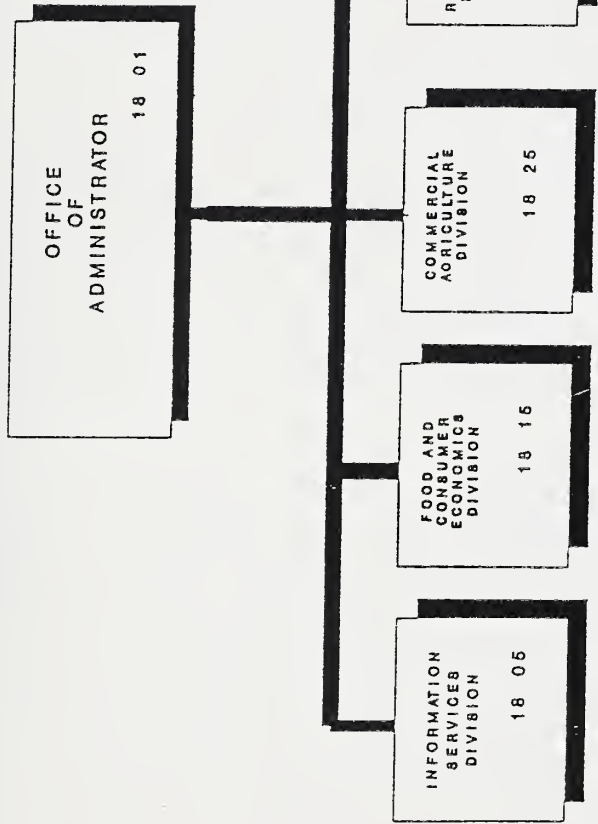
Concurs:

Under Secretary for R & E

Approved:

Assistant Secretary for Administration

Date:



MISSION: Provides economic and other social science information and analysis for public and private decisions on agriculture, food, natural resources and rural America.

SUPERSEDES CHART DATED 07/20/80

Prepared by ARS Personnel Division



**1010 Package - National Agricultural  
Statistics Service (NASS)**





## NATIONAL AGRICULTURAL STATISTICS SERVICE

### 1. Mission Statement

To serve the United States, its agriculture, and its rural communities by providing meaningful, accurate, and objective statistical information and services.

### 2. Official Organizational Chart (see last page of this TAB)

### 3. Functional Statements

20 01

Office of the Administrator

#### A. Assignment of Functions

1. Provide official agricultural statistics to support the proper functioning of the agricultural marketplace and the efficient administration of USDA programs. These statistics include estimates of current agricultural production, short-term forecasts and/or indicators of that production, and indicators of the economic and environmental welfare of the farm sector. These economic and environmental indicators include the cost of production inputs (including chemicals), the value of outputs, and the usage of agricultural labor and chemicals. All information is made available to the public at scheduled release times, providing the basic, unbiased data necessary to maintain an orderly association among the consumption, supply, marketing, and input sectors of agriculture. This information provides the base statistics for the efficient functioning of commodity price support, disaster, and crop insurance programs.
2. Maintain a State-level statistical program jointly with all 50 States through cooperative agreements with State Departments of Agriculture, Land-Grant universities, and agricultural industry groups. These State programs provide the foundation for a strong national program, prevent duplication of effort between State and Federal entities, and provide State-level agricultural information that is statistically consistent with the national-level products. State funding allows NASS to meet special local needs for information and statistical services within the framework of the national program. This cooperation with the States generates information efficiently, lightens the reporting burden of farmers and agribusinesses, and maintains consistency and accuracy of information furnished by public agencies.
3. Provide statistical services to other USDA agencies in support of their missions. These services include statistical consulting, survey design, data collection, data editing, summary and analysis, and information dissemination. NASS provides these

services collectively or independently, based on client need. Through these services NASS assists the Department in filling informational gaps in the areas of production agriculture, rural America, nutrition, food safety, water quality, conservation, and farm services. These services also provide Agencies with a mechanism to assist in measuring customer satisfaction and program efficiency.

4. Provide consulting, technical assistance, and training to developing countries to strengthen their ability to produce more reliable and timely agricultural and rural statistics. These improved agricultural data systems, in turn, strengthen the functioning of the agricultural marketplace worldwide. NASS provides international services on a reimbursable basis, with funding through USDA's Office of International Cooperation and Development.
5. Conduct research to improve statistical methodology and technology in order to strengthen the effectiveness and efficiency of its survey and estimation activities. This research is directed toward sampling, data collection, forecasting models, analysis, and data processing techniques. NASS cooperates with university scientists and other statistical organizations to jointly investigate relevant areas and to keep abreast of state-of-the-art technology and methodology.

#### B. Availability of Information

Information concerning NASS programs may be obtained from Office of the Administrator, 4117-S, 14th and Independence Avenue, S.W., Washington, DC 20250

Requests for Freedom of Information Act should be submitted to the Information Staff, Agricultural Research Service, 6303 Ivy Lane, Room 450, Greenbelt, Maryland 20770.

#### C. Historical Documents

For creation and major changes in the organization and mission of National Agricultural Statistics Service:

Secretary's Memorandum No. 1000-1, June 17, 1981, "Reorganization of the Department."

Secretary's Memorandum No. 1010-1, October 20, 1994, "Reorganization of the Department of Agriculture."

A. Assignment of Functions

Has primary responsibility for all statistical survey, cooperative State, international operations, and other related activities for the National Agricultural Statistics Service (NASS). Specific functions are:

1. Formulate and implement policies, programs, and plans for the operational survey functions, and cooperative programs for the Service.
2. Advise and counsel the Administrator and share fully in the responsibility for advising and counseling high level policy officials on matters related to operational programs of the Service associated with new or modified basic agricultural policies and programs, and international assistance requests.
3. Develop and maintain cooperative programs with State governments and other cooperators for the joint conduct of local agricultural statistics programs.
4. Administer survey design and collection activities through planning, implementing, and evaluating methodologies used for the agricultural statistics program.
5. Develop and maintain foreign technical assistance and training programs for developing countries for survey methodology and agricultural statistics systems in cooperation with other Federal agencies.
6. Administer survey activities performed on a reimbursable basis for other agencies or private groups.
7. Serve as the primary liaison for all administrative and program support activities.
8. Chairs the Agency's Promotion Committee activities which include promotions, transfers, and awards, and the Agency's Training Committee.



A. Assignment of Functions

Has primary responsibility for all program related activities involving estimates, forecasts, statistical quality standards, research, and data management for the National Agricultural Statistics Service. Specific functions are:

1. Administer estimation, forecasting, research, and data management aspects of the agricultural statistics programs to provide official national and State estimates, forecasts, and statistical reports relating to agriculture.
2. Chair the Agency's Program Planning Committee which includes: formulating and implementing current and long-range policies, programs, and plans to meet statistical needs of the agricultural and rural sector.
3. Formulate the agricultural statistics programs including statistical standards, input and output specifications, analysis of basic statistical data, preparation of estimates, release dates, etc.
4. Chair the Agricultural Statistics Board activities which includes: designating membership on Board; calling for and presiding at Board sessions; and formulating techniques and procedures to be followed by the Board in analyzing statistical data and adoption of official estimates.
5. Administer the statistical research and development program including research pertaining to: (1) sampling methodologies and survey techniques used in gathering and evaluating statistical data; (2) applications of mathematical and statistical theory to estimation programs and studies to improve their efficiency, reliability, and accuracy; and (3) techniques of statistical measurement.
6. Advise and counsel the Administrator and share in the responsibility for advising and counseling high level policy officials on statistical and data management programs for the Service in connection with new or modified basic agricultural policies and programs.
7. Administer the information resources management operations of the Service involving data processing, transmission, storage and retrieval systems as well as systems analysis and design, programming, testing, and installation of approved systems, including the preparation and dissemination of reports of the Agricultural Statistics Board.
8. Provide leadership and coordination in the review and evaluation of all Service programs with respect to statistical standards.

9. Coordinate Agency policies and procedures regarding the confidentiality of unpublished data.

A. Assignment of Functions

Administers, directs, and coordinates the statistical data collection and estimation program carried out by State Statistical Offices. Develops and maintains statistical programs with cooperating State and Private groups and other Federal agencies. Specific functions include:

1. Participate with the Deputy Administrators in formulating policy and programs as they affect or relate to functions and responsibilities of the State Statistical Offices.
2. Direct designated State agricultural statistics programs and programs established through cooperative agreements with State Departments of Agriculture, Tribal governments, Land-Grant colleges and universities, or other appropriate private organizations. Integrate and harmonize the requirements of private, Tribal, State, and Federal programs as to funds, staff hours, and timing of reports.
3. Direct the preparation of specific series of State estimates and forecasts required by the agricultural statistics programs.
4. Establish and maintain constructive and harmonious relationships with respondents, producers, commodity groups, data users, and other interested groups to gain their cooperation in providing useful and reliable information.
5. Collaborate with the Estimates Division on establishing the annual program of agricultural statistics reports.
6. Collaborate with the Research Division and Survey Management Division on carrying out research and the development of sampling frames.

A. Assignment of Functions

Responsible for development of the statistical methodology for survey designs, coordination and development of all operational and special surveys, design and development of data collection instruments, and survey specific training for NASS and NASDA employees. Specific functions include:

1. Construct and maintain appropriate sampling frames for agricultural commodity, economic, environmental, and rural surveys.
2. Design, test, and establish survey techniques and standards including sample design, sample selection, questionnaires, data collection methods, survey materials, and survey training methods for the Agency.
3. Provide services to design, train, and conduct statistical surveys for the Agency and, on a reimbursable basis, for other USDA agencies.
4. Participate with the Deputy Administrators in planning and carrying out special studies and programs to appraise and strengthen statistical standards and programs of the Agency and Department.
5. Maintain liaison with USDA agencies and other government agencies regarding the collection of agricultural statistical data requiring coordination with the Agency, Land-Grant colleges and universities, statistical research centers, and other organizations having an interest in surveys and statistical methods.
6. Provide OMB clearance requirements for Agency surveys.



A. Assignment of Functions

Responsible for the Service estimation and forecasting programs. Specific functions include:

1. Define input and output requirements for the agricultural statistics program of reports in terms of: (1) estimators and variances to be utilized; (2) statistical standards; (3) editing and summarization requirements; (4) analytic procedures; and (5) specific estimates or forecasts.
2. Collaborate with the chairperson of the Agricultural Statistics Board on establishing the annual program of reports for crops, livestock, dairy, poultry, environmental, and economic statistics.
3. Direct the preparation of specific series of estimates and forecasts required by the agricultural statistics program.
4. Develop appropriate systems parameters; process, summarize, and present current survey and related historical data for Agricultural Statistics Board analysis; and prepare official estimates and forecasts.
5. Collaborate with the Research and Applications Division on the conduct of research and development of sampling frames, statistical analysis procedures, data collection, and process quality control procedures.
6. Collaborate with Systems and Information Division on determining system specifications required by the agricultural statistics programs for data analysis and report preparation.
7. Collaborate with other Divisions in the preparation of input and output specifications for special data collection activities for programs of other Federal or State agencies.
8. Maintain contact with industry, university, and private research organizations to keep abreast of development in the production and marketing commodities included in the Service programs.
9. Participate with the Deputy Administrators to evaluate and define customer satisfaction with Agency output and programs.

A. Assignment of Functions

Responsible for the Service information management and processing services. Specific functions include:

1. Design, maintain, and provide appropriate access to an integrated and standardized information management system containing sampling frames, survey data, estimates, and administrative records utilized by the Service.
2. Design, test, implement, and maintain application systems within the information management system.
3. Provide appropriate support for assisting users of the information management system through documentation, evaluation, training, and resolution of information management problems.
4. Coordinate data communications, data processing, and office automation activities in support of the agricultural statistics program.
5. Provide centralized facilities for selected data processing operations.
6. Collaborate with the Research Division and Survey Management Division on planning and conducting research projects involving new computer hardware, software, processing advancements, and other data management considerations.
7. Participate with the Deputy Administrators in planning and carrying out special studies and programs to appraise and strengthen data management standards of the service.
8. Conduct studies and develop improved database management, application systems, and data processing methodology.
9. Prepare reports, plans, and review required by the Department, OMB, and Congress relative to IRM and serve as the Service technical contact on IRM issues.
10. Collaborate with SSO's and other Divisions in computer processing of surveys to establish agricultural estimates.
11. Plan, direct, and coordinate activities to facilitate the issuance of reports by the Agricultural Statistics Board.

A. Assignment of Functions

Responsible for conducting research of statistical methodology and technology for survey design, sample design, data collection, processing, estimation, and forecasting and applying survey design and data collection methodologies to the agricultural statistics program.

Specific functions include:

1. Conduct statistical research and investigation through assigned staff, cooperative agreements, and contracts in order to develop new and improved methods for sampling frame construction; research integrated sample designs; research models for estimation and commodity production forecasts; identify methods of controlling and measuring sampling and testing procedures; develop efficient uses of computer technology; research applications of remote sensing technology; develop sophisticated computerized geographic information and mapping systems; and develop total survey error profiles and continual quality improvement techniques.
2. Develop new statistical theories and models using principles of advanced mathematical principles of advanced mathematical statistics to solve Agencies' statistical and technological problems.
3. Design, test, and establish survey instructions, technique, and standards encompassing sample design, sample selection, questionnaire design, data collection methodologies (including electronic), sample estimations, and survey data analysis.
4. Participate with the Deputy Administrators in planning and carrying out special studies and programs to appraise and strengthen statistical standards and programs of the Agencies and Department.
5. Maintain liaison with USDA agencies and other government agencies regarding the collection of agricultural statistical data requiring coordination with the Agency, Land-Grant colleges and universities, statistical research centers, and other organizations having an interest in surveys and statistical methods. In particular, provide direction and coordination of Agency and USDA remote sensing and environmental research activities designed to meet information requirements.



# SUMMARY OF CHANGES

## NATIONAL AGRICULTURAL STATISTICS SERVICE

Pay Plan and Grade	CURRENT FY-95		PROPOSED FY-96		DIFFERENCE
	FTEs		FTEs		

ES*	10	9	-1
GM-15	38	35	-3
GM-14	97	97	0
Other	966	966	0
TOTAL	1111	1107	-4

### ANNUAL COSTS

Salaries and Benefits	\$58,862,000	\$58,508,000	(\$354,000)
Other	31,802,000	31,768,000	-34,000
TOTAL**	\$90,664,000	\$90,276,000	(\$388,000)

### SUPERVISORY/ EMPLOYEE RATIO

1:06 1:06

\*Current includes SES position for EAS & EMS; Proposed reflects transfer of one SES position (EAS) to the office of Chief Economist.

\*\*Includes All Funds:

Appropriation	\$81,424,000
Reimbursable	\$9,000,000
Trust Funds	\$240,000





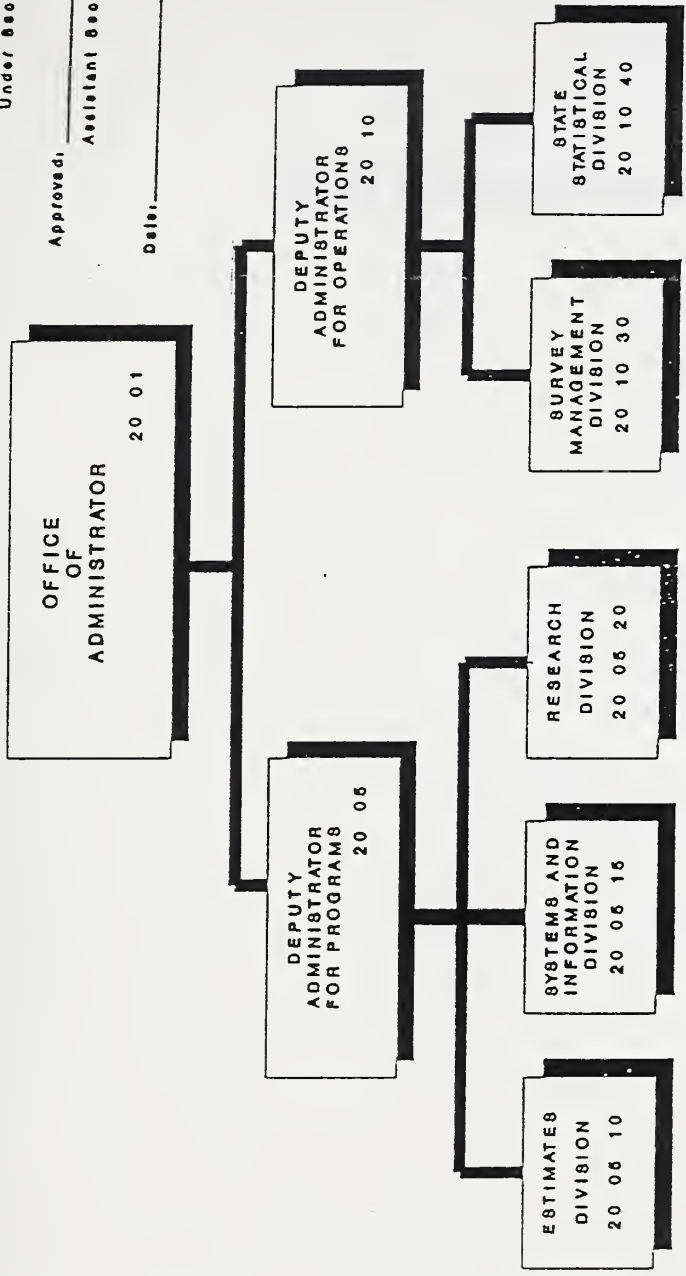
U.S. DEPARTMENT OF AGRICULTURE  
NATIONAL AGRICULTURAL STATISTICS  
SERVICE

Recommended, Ronald M. Bay  
Administrator

Concurs, Ronald D. Sharma  
Under Secretary for R & E

Approved, \_\_\_\_\_  
Assistant Secretary for Administration

Date, \_\_\_\_\_



MISSION: To serve the United States, its agriculture, and its rural communities by providing meaningful, accurate, and objective statistical information and services.



## **Field Office Review**





# **Research, Education, and Economics**

## **Field Office Review**

**September 1, 1994**



## Executive Summary

Historical accomplishments and ongoing activities of the Agricultural Research Service (ARS) aimed at improving customer service, improving operating efficiency, and utilizing technology to enhance program delivery are presented.

### Significant Historical Accomplishments and Timeframes:

**Reorganization of 1972:** Eliminated the previous "pipeline" organization of eight centrally managed Divisions and 39 Branches with independent control of their own programs and resources. Established a multi-disciplinary, decentralized organization consisting of four geographical Regions divided into 29 Areas.

**1981 - 1986:** The four Regional Offices were closed; the number of Area Offices reduced from 29 to 11 (further reduced to 8 Areas in 1987); the National Program Staff was reduced in size; and the Program Analysis and Coordination Staff was abolished.

Overhead costs were reduced from 14 to 10 percent, 370 FTE eliminated, and \$14 million returned directly to research laboratories in the field.

Agencywide Personnel Operations and Major Construction Contracting for projects in excess of \$1 million were centralized.

The number of ARS field locations was reduced from 143 in 1981 to 122 in 1990.

**1991 - 1994:** Building on the 1986 program plan and broad-based customer input, the ARS 6-Year Implementation Plan was issued in 1991. This plan outlines research programs of emphasis for the period 1992 - 1998 and describes strategies in acquiring and managing resources.

Nineteen field locations are proposed for closure by the end of FY 1994 to meet projected FY 1995 budgetary constraints.

### Continuing Efforts and Utilization of Technology:

ARS continues to seek opportunities to improve customer service and maximize operating efficiencies. For example:

- Automation of the ARS annual resource management planning process. Budget proposals initiated by scientists at the location level are "rolled up" through line management to Headquarters. This system allows the Administrator and key management staff to make almost all major fiscal decisions at the beginning of the fiscal year.



- Automation of the ARS Research Management Information System (RMIS). This system tracks research and fiscal accountability to the project level.
- Co-location of ARS and APHIS research facilities at the Plum Island, NY, Animal Disease Center.
- Consolidated administrative support across geographically proximate field laboratories/offices at selected locations in two ARS Areas.
- Mandatory Agencywide use of standardized personal computer hardware/software for administrative applications. Consolidated acquisition contracts take advantage of economies of scale in hardware/software purchases.
- ARS served as one of three USDA pilot test agencies in support of the USDA Modernization of Administrative Processes (MAP) initiative from 1990 - 1992. ARS developed the Automated Procurement Systems which served as a model for the MAPS/AIMS project which followed.
- ARS is leading an effort to develop an information strategy plan for Research, Education, and Economics (REE) Agencies using Information Engineering technology. A Steering Committee made up of the Administrators of each of the REE agencies has been established.
- Local Area Network (LAN) technology has been installed at Headquarters and field level offices to maximize integration of communications and hardware/software utilization. Studies are now ongoing to determine the feasibility of linking field and Headquarters offices LAN using Wide Area Network technology.
- Headquarters, Areas, and selected field locations installed satellite networking capabilities in FY 1994. This greatly facilitates communications across the Agency and allows ARS locations access to previously unavailable external training programs at significant cost savings.
- ARS procurement personnel implemented the use of credit cards for small purchasing transactions in 1994. Issuance of credit cards to non-procurement employees is currently being pilot tested. Use of third party drafts for small purchase transactions is also under study with implementation on a trial basis planned for FY 1995.

### Reorganization Activities:

Under the REE reorganization plan approved by Secretary Espy, ARS, Cooperative State Research Service (CSRS), Extension Service (ES), National Agricultural Library (NAL), Economics Research Service (ERS), and the National Agricultural Statistics Service (NASS) would be combined into one Agency. Administrative management support for REE would be consolidated under a lead Agency.

In reviewing the field structure for these Agencies, only ARS and NASS have field structures. Current field office locations for both Agencies are based upon program mission requirements and cooperative/partnership relationships with State Departments of Agriculture, State agricultural experiment stations, and 1890 land-grant colleges systems. Opportunities for co-locating ARS and NASS field offices are not feasible.



## FIELD OFFICE REVIEW

A Report to the  
Acting Assistant Secretary  
Science and Education  
September 1, 1994

Improving customer service, reducing cost, and improving the efficiency of Agency operations are long traditions in ARS. To fully appreciate the organization as it exists today, it is helpful to briefly review some of the more significant organizational and streamlining actions implemented over the past two decades. The composite of these actions have shaped what is today the best and most productive agricultural research organization in the world.

The reorganization of 1972, which separated the regulatory and control functions from ARS and created the Animal and Plant Health Inspection Service, also offered ARS management an opportunity to restructure the Agency into a more multi-disciplinary and more efficiently managed organization. Prior to 1972, the Agency was a centrally managed (from Beltsville), "pipeline" structure where each of four major mission areas (i.e., Livestock; Plant Science and Entomology; Soil, Water and Engineering; and Marketing and Nutrition) were divided into eight Divisions (and 39 subordinate Branches) who independently controlled their own programs and resources. This structure was replaced with a decentralized, multi-disciplinary organization consisting of four Regional Offices divided into 29 geographical Areas. This arrangement greatly improved interactions with the ARS field offices and overall communications both within the Agency and with our cooperators at the State agriculture experiment stations and the land grant college system. Simultaneously, a National Program Staff (NPS) was created to ensure development and coordination of national research programs, and a Program Analysis and Coordination Staff (PACS) was established to manage budget development and resource allocation.

In 1981, ARS was reestablished as an independent Agency following 3 years (1978 to 1981) as part of the Science and Education Administration. From 1981 - 1986, ARS implemented major organizational changes to improve upon program and resource accountability, provide customers with a single point of contact for information and decisionmaking, improve coordination between Headquarters staffs, line managers, and research leaders, and reduce overhead costs. As a result, the four Regional Offices were closed, the number of Area Offices reduced from 29 to 11, and overhead costs reduced from almost 14 percent to less than 10 percent. Subsequent streamlining action reduced the number of Area Offices from 11 to the present number of eight (1987), reduced the size of the National Program Staff, and abolished the Program Analysis and Coordination Staff. These changes were accomplished through significant reductions in staffing (370 FTE) and returning the savings (about \$14 million) directly to the research laboratories.



Throughout this process ARS continually evaluated its field office structure against established high priority national research objectives identified in its 1984 and 1986 program plans. As a result, the number of field locations was reduced from 143 in 1981 to 122 in 1990.

The process of updating the ARS Program Plan continued with the issuance of the 6-Year Implementation Plan in October 1991. This plan outlines research programs of emphasis for the period of 1992-1998 and describes the policies and strategies ARS will follow to acquire, deploy, and manage resources. The plan was developed through joint planning and priority setting with input from numerous sources including the Secretary of Agriculture, other USDA policy officials, Congress, research users, scientists, cooperators, private industry, and the general public. This planning included special working and planning relationships with the USDA Cooperative State Research Service, the State agricultural experiment stations, and the 1890 Land Grant Institutions.

The ARS 6-Year Implementation Plan was a key reference document in determining the list of 19 ARS field locations proposed for closure at the end of FY 1994 in order to meet FY 1995 budget constraints. The proposed closures represent the application of strategic planning and thinking in meeting the challenges of a reduced resource pool while continuing to support high priority research projects within nationally recognized agriculture research objectives. The list of proposed location closures is currently under consideration by the Congress.

We continue to seek out opportunities to improve customer service, reduce costs, and maximize the efficiency of Agency operations at all levels of the organization. For example:

- We utilize an automated ARS Resource Management Plan (ARMP). Fully implemented in 1989, the automated ARMP system allows a systematic approach to planning which allows the ARS Administrator and key line managers to make almost all major fiscal decisions at the outset of each fiscal year. The ARMP allows management to display and discuss the status of finances, projected recruitment actions, major equipment acquisitions, safety, health, and environmental needs, and major construction and repair and maintenance actions for all management units of the Agency.
- Personnel management operations were centralized at Greenbelt, Maryland. Service teams have been established which provide employees with one-stop shopping for personnel related matters ranging from benefits to recruitment actions. Services are highly automated using USDA-OP and NFC personnel management databases, and efforts are continuing to establish direct employee access to selected personnel related databases so that they may make adjustments involving such things as name/address changes, employee benefits, etc.).

- Major facilities construction and design has been centralized for contract actions over \$1 million. Actions exceeding this level are processed by a centralized engineering and contracting staff located in Greenbelt, Maryland. This approach eliminated the need for redundant construction engineering and contracting staffs at the Area Office level and has resulted in solidly managed major facilities design/construction and repair and maintenance programs.
- ARS and APHIS agreed to co-locate and consolidate facilities and research programs at the Plum Island Animal Disease Center at Orient Point, New York. Recently completed construction of these jointly planned laboratory facilities provide a unique opportunity for ARS and APHIS to work collaboratively on mutual research problems. Facilities management at this location have been contracted out under OMB Circular A-76. ARS, APHIS, and the A-76 contract personnel are now better able to discuss mutual areas of interest and responsibility and plan strategically in meeting future management challenges at this unique island location.
- Several ARS locations have consolidated their administrative support operations. Administrative staffs at one location service the needs of other geographically proximate locations, thus reducing the number of administrative offices and staffs. Use of improved technology has made these cross-servicing arrangements more responsive to customer needs and, therefore, more acceptable to them.
- Several ARS field laboratories/offices are co-located with our State partners and University cooperators in University-owned space. Not only does this control costs, it facilitates the interaction between ARS and other important participants in the national agricultural research matrix.
- ARS is currently participating in the proposed Consolidated Administrative Service Center, USDA Fort Collins Natural Resources Research Center (NRRC). We are working collaboratively with other USDA agencies, Federal departments and agencies in the Ft. Collins area; the General Services Administration; and Colorado State University in identifying administrative functions and services which might be provided on a consolidated basis once facilities for such a center are constructed.

Many of the changes accomplished to date have been heavily dependent upon the use of information management technology, automation, and electronic office technologies. Similarly, we believe many of the gains to be made in the future in terms of customer service and efficiency of operations will be dependent upon our continued efforts to apply new and emerging technologies in reinventing/re-engineering our business processes. ARS has sought out new advances in technology and committed the resources and staff effort



necessary to plan, obtain, and implement those advances in the workplace. Examples include:

- The use of standardized personal computer hardware and standard automated systems software is mandatory throughout the Agency. To take advantage of economies of scale in the hardware/software acquisition process, consolidated purchases from mandatory ADP contracts were centrally managed by Headquarters. However, through such customer oriented workgroups as the Location Automation Taskforce (LOCFORCE), employees at all levels of the Agency had input into the decisionmaking process on the types of hardware and software needed.
- The ARS resource management planning system (ARMP) described earlier was developed, implemented, and refined over a 3-year period. Today, the automated ARMP system serves as the main tool used by the Agency for annual budget planning. In addition, other systems were automated to improve Agency funds control and facilitate Agency interface with the official financial management databases maintained by the National Finance Center.
- The ARS National Program Staff established a centrally managed automated Research Management Information System (RMIS) for reporting and tracking all research projects and the funds allocated to each project. The RMIS and ARMP systems work in parallel to provide a comprehensive picture of Agency resources and research project accountability.
- ARS initiated an effort to automate its small purchasing operations in 1988. In sharing our small purchasing automation plan with Department, we were asked to discontinue our Agency effort in order to help the Department plan and develop a Departmentwide automated small purchase system. Our small purchase automation plan became the basis for developing the Department's effort. The ARS automated procurement system (APS) design approach later became the model for the USDA Modernization of Administrative Processes - Administrative Information Management System (MAP/AIMS) initiative.
- ARS was one of three USDA agencies which volunteered to pilot test the Department's MAP/AIMS initiative in 1990 - 1992. ARS functional specialists and managers provided significant coordination and leadership in support of the MAPS/AIMS project at numerous critical points in its development over 2 1/2 years. This included working with the National Finance Center and other pilot test agencies in conceptualizing project design, business process modeling, functional module development and testing, prototyping, and access management requirements. We feel the objectives of the earlier MAPS effort remain important priorities for the Department today, and are glad to see that the MAPS office has been maintained and is currently

receiving renewed support and leadership from the Office of the Assistant Secretary for Administration.

- We have implemented Local Area Network (LAN) technology to maximize the use of available automation hardware and software applications in all Headquarters, Area, and location offices. This technology greatly improved upon interoffice communications and work processing. Currently we are exploring the application of Wide Area Network (WAN) technology for use in electronically linking our Local Area Networks to gain even further operational efficiencies in our business operations.
- In 1993, we initiated an effort to analyze our information management needs and priorities. The process adopted is known as Information Engineering. We are currently pursuing development of an information strategy plan. Recognizing that other agencies of the proposed Research, Education, and Economics mission area might benefit from participating in the information strategy planning effort, program and administrative managers from the Extension Service, Cooperative State Research Service, Economics Management Staff, Economic Research Service, National Agricultural Statistics Service, and the National Agricultural Library were briefed and invited to participate. As a result, all Agencies of the REE mission area will participate in this project. Recently an REE Information Engineering Steering Committee was established. The Administrators of the REE Agencies are members of the Steering Committee which will be chaired by Dr. E. E. Finney, Jr., Acting Administrator, ARS.
- To improve upon overall communications within the Agency, we recently installed satellite networking capability at our Headquarters, Area, and field offices/laboratories. This capability is being utilized to provide ARS managers and employees with access to a variety of very cost effective external (i.e., OPM, USDA Graduate School, etc.) as well as mandatory Departmental training modules. A number of in-house training videos on general interest topics have also been developed in coordination with the USDA training center. Recently, the Acting Assistant Secretary, S&E, and the Acting Administrator, ARS, held an "all employee" forum to update the Agency on important current events. This downlink included a viewer call in question and answer session. Employee reaction to these satellite network communications has been very positive.
- ARS implemented use of credit cards by all warranted procurement officials of the Agency this year. Currently, we are pilot testing credit card use by non-procurement personnel in selected ARS field sites, and anticipate expanding use of credit cards by non-procurement employees in FY 1995. Similarly, we are exploring the use of third-party drafts and electronic communications for



use in our procurement programs. Use of these newly available technologies will provide ARS employees and customers with greater choices, flexibilities, and efficiencies in meeting their procurement requirements.

ARS also has several active initiatives encompassing the National Performance Review (NPR), Total Quality Management (TQM), the Government Performance and Results Act (GPRA), and the USDA Reorganization which we feel offer opportunities for further improving upon customer service and Agency operations.

National Performance Review - In support of the NPR reinvention tenets, we solicited "reinvention laboratory" proposals from all levels of the Agency. To date, this initiative has resulted in approval of 42 "reinvention laboratories" covering both program and administrative management processes. Several of these "labs" are Agencywide in scope (i.e., streamlining the ARS soft funds process, Agency retention of passports, streamlining the ADP technical approval process, and exception reporting for time and attendance). Others involve laboratory or office specific actions of local interest. We are now in the process of identifying "lessons learned" through the "labs" which have been completed. These lessons will be shared throughout the Agency so that all offices/laboratories can benefit from them. Recommendations for Agencywide adoption of policy changes as a result of lessons learned will be put before the Administrator's Council for review and approval.

Total Quality Management - Over the past year, ARS Administrative Management established a TQM Council, TQM Charter, and six process improvement teams. Process improvement teams included management and employee representatives from several functional specialties and organizational levels. Recently, recommendations of the Time and Attendance (T&A) Log process improvement team were approved by the Administrator. In addition to establishing a more user-friendly T&A form, the Agency policy directive on the use of Maxiflex was rewritten to include recommendations of the process improvement team. Currently, the Administrative Management Council (Headquarters and Area Offices) is drafting a TQM Implementation Plan to be used by Headquarters and Area level administrative offices in establishing TQM coordinators and councils. The ultimate objective of this initiative is improved quality of administrative operations in support of the ARS research mission.

Government Performance and Results Act - In response to the requirements of the Government Performance and Results Act (GPRA), ARS has established a GPRA Workgroup chaired by the Deputy Administrator, National Program Staff. The Workgroup includes Headquarters, Area, and location level program and administrative management employees. This Workgroup is developing the ARS strategic plan for meeting GPRA requirements for customer service and performance measurement. A subgroup appointed by the Chair, GPRA Workgroup, recently completed an Agencywide employee survey to gather information on who ARS



customers are, how ARS employees (Scientists, Research Leaders, etc.) interact with those customers, and what is done with the information obtained through customer contacts. This information formed the basis for the recently completed ARS report on customer service standards. The GPRA Workgroup is currently developing an overall implementation plan for responding to the requirements of GPRA including development of customer service standards to be pilot tested during FY 1995.

Research Education and Economics Reorganization - Under the Research, Education, and Economics (REE) reorganization plan approved by Secretary Espy, ARS, the Cooperative State Research Service (CSRS), Extension Service (ES), National Agricultural Library (NAL), Economics Research Service (ERS), and the National Agricultural Research Service (NASS) would be combined into one Agency known as the Agricultural Research and Economics Service (ARES). While the final program management components of ARES will be determined once Congress passes reorganization legislation for the Department, significant opportunities for improving operating efficiencies were identified and captured in the REE reorganization plan.

Administrative management support for the REE mission area would be consolidated, combining three separate administrative management operations into one. Lead Agency management of these consolidated functions will result in increased efficiency in administration while reducing overall costs.

Of the REE Agencies, only ARS and NASS have field structures. Field office locations for both Agencies are based upon defined program mission requirements assigned in authorizing legislation approved by the Congress, and important cooperative relationships with State Departments of Agriculture, State agricultural experiment stations, and the 1890 land grant college systems developed over many years. Given their respective program missions, the nature of their cooperative interactions, and their geographic separation, opportunities for co-locating ARS and NASS field offices are considered minimal.



## **Schedule of Delegations of Authority**



## UNDER SECRETARY FOR RESEARCH, EDUCATION, AND ECONOMICS

§ 2.30 Assistant Secretary for Science and Education change to:

§ 2.30 Under Secretary for Research, Education, and Economics.

(NOTE A NEW PARAGRAPH § 2.30(h) Related to national food and human nutrition research and information was added in the Federal Register/Vol. 59. No. 135/Friday, July 15, 1994/Rules and Regulations. Copy attached.)

Change § 2.30 (a)(13) to read:

(13) Conduct research and demonstrations at Mandan, ND, related to dairy livestock breeding, growing, and feeding, and other problems pertaining to the establishment of the dairy and livestock industries (7 U.S.C. 421).

Delete § 2.30(a)(40) and reserve.

Change (a)(53) to read:

(53) Make grants, under such terms and conditions as the Under Secretary determines, to eligible institutions for the purpose of assisting such institutions in the purchase of equipment and land, and the planning, construction, alteration, or renovation of buildings, to provide adequate facilities to conduct extension work, and issue rules and regulations as necessary to carry out this authority (7 U.S.C. 3224).

Change (a)(137)(d) to read:

(a)(137)(d) Related to rural development activities. Provide guidance and direction for the accomplishment of activities authorized under the Rural Development Act of 1972, as amended (7 U.S.C. 1921 et. seq.) for programs under the control of the Under Secretary for Research, Education, and Economics, coordinating the policy aspects thereof with the Under Secretary for Rural Economic and Community Development.

Change (a)(137)(b) to read:

(f) Related to Environment Response. With respect to lands and facilities under the Under Secretary's authority, exercise the functions delegated to the Secretary by Executive Order No. 12580 (3 CFR 1987 Comp., p. 193) under the following provisions of the Comprehensive Environmental Response Compensation, and Liability Act of 1980 ("the Act"), as amended (42 U.S.C. 9601 et seq.):

(a)(137)(b)(1)-(14) remain the same.



Change (a)(137)(g) to read:

(g) Related to the Resource Conservation and Recovery Act. With respect to facilities under the Under Secretary's authority, exercise the authority of the Secretary pursuant to Executive Order No. 12088, October 13, 1978 (43 FR 47707; 3 CFR, 1978 Comp., p. 243), and the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act (RCRA), as further amended by the Solid and Hazardous Waste Amendments of 1984 (42 U.S.C. 6901 et seq.), to enter into an interagency agreement, known as a Federal Facility Compliance Agreement (FFCA), with the United States Environmental Protection Agency (EPA), containing a plan to achieve and maintain compliance with RCRA requirements.

## UNDER SECRETARY FOR RESEARCH, EDUCATION, AND ECONOMICS

Change Subpart N to read:

Subpart N - Delegations of Authority by the Under Secretary for Research, Education, and Economics.

Change Subpart N § 2.105 to read:

§ 2.105 Deputy Under Secretary for Research, Education, and Economics.

Delegations. Pursuant to § 2.30 subject to the reservations in § 2.30a and subject to the policy guidance and direction by the Under Secretary for Research, Education, and Economics, the following delegation of authority is made by the Under Secretary for Research, Education, and Economics to the Deputy Under Secretary for Research, Education, and Economics to be exercised only during the absence or unavailability of the Under Secretary: Perform all the duties and exercise all the powers that are now or that hereafter may be delegated to the Deputy Secretary for Research, Education, and Economics.

[57 FR 9654, Mar. 20, 1992]



## AGRICULTURAL RESEARCH SERVICE

### § 2.106 Administrator, Agricultural Research Service

Change § 2.106(a) to read:

(a) Delegations. Pursuant to § 2.30(a), (c), and (g), subject to reservations in § 2.30a, the following delegations of authority are made by the Under Secretary for Research Education, and Economics to the Administrator, Agricultural Research Service:

Change § 2.106(a)(6) to read:

(6) Conduct research and demonstration at Mandan, ND, related to dairy livestock breeding, growing, and feeding, and other problems pertaining to the establishment of the dairy and livestock industries (7 U.S.C. 421).

Change (22) to read:

(22) Enter into contracts, grants, or cooperative agreements to further research programs and library and related information programs supporting research, extension and teaching programs in the food and agricultural sciences (7 U.S.C. 3318).

Change (23) to read:

(23) Enter into cost-reimbursable agreements relating to agricultural research, teaching and to further library and related information programs supporting research, extension, and teaching programs in the food and agricultural sciences (7 U.S.C. 3319a)

Change (59) to read:

(59) Provide management support services for the Economic Research Service, the Cooperative State Research, Education and Extension Service, and the National Agricultural Statistics Service as agreed upon by the agencies with authority to take actions required by law or regulation. As used herein the term management support services includes budget execution, finance, personnel, procurement, property management, communications, paperwork management, ADP support, and related administrative services.

NOTE § 2.106(a)(65)-(69) added in the Federal Register/Vol. 59. No. 135/Friday, July 15, 1994/Rules and Regulations

Add (a)(70) to read:

(70) Obtain and furnish Federal excess property to eligible recipients for use in the conduct of research and extension programs (40 U.S.C. 483(d)(2)).

Delete § 2.109 Director, National Agricultural Library in its entirety and reserve.

Add § 2.106(a)(71) as follows:

(71) Provides resource information concerning rural electric and telephone use and rural development efforts (7 U.S.C. 917).

(72) Act as a catalyst to provide access to leadership training and services programs encompassing private, public, business and government entities in cooperation with the Cooperative State Research, Education, and Extension Service (7 U.S.C. 950aa-1).

(73) Develop and maintain a library and information systems and networks and facilitate cooperation and coordination of the agricultural libraries of colleges, universities, USDA, and their closely allied information gathering and dissemination units in conjunction with private industry and other research libraries (7 U.S.C. 2201, 2204, 3125a, and 3126).

(74) Accept gifts and order disbursements from the Treasury for the benefit of the National Agricultural Library or for the carrying out of any of its functions (7 U.S.C. 2264-2265).

(75) Provide for the dissemination of appropriate rural health and safety information resources possessed by the NAL Rural Information Center, in cooperation with State educational program efforts (7 U.S.C. 2662).

(76) Provide national leadership in the development and maintenance of library and related information systems and other activities to support the research, extension, and teaching programs in the food and agricultural sciences pursuant to the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3101 and 3121).

(77) Administer the programs and services of the NAL consistent with its charge to serve as the primary agricultural information resource of the United States and enter into agreements and receive funds from various entities to conduct NAL activities (7 U.S.C. 3125a).

(78) Provide and distribute information and data about Federal, State, local, and other rural development assistance programs and services available to individuals and organizations to the extent possible. The National Agricultural Library shall use telecommunications technology to disseminate such information to rural areas (7 U.S.C. 3125b).



(79) Assemble and collect food and nutrition educational materials, including the results of nutrition research, training methods, procedures, and other materials related to the purposes of the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended; maintain such information; and provide for the dissemination of such information and materials on a regular basis to State educational agencies and other interested parties (7 U.S.C. 3126).

(80) Conduct program evaluations to improve the administration and efficacy of the library and related information systems in the food and agricultural sciences (7 U.S.C. 3317).

(81) Administer the National Agricultural Library, including the farmland information center, pursuant to section 1544(b) of the Farmland Protection Policy Act (7 U.S.C. 4205(b)).

(82) Support Department water programs through participation in State water quality coordination programs and dissemination of agrichemical information (7 U.S.C. 5503-5506).

(83) Provide a repository of agriculture and ground water quality planning information (7 U.S.C. 5505).

(84) Disseminate information on materials and methods of pest and disease control available to agricultural producers through the pest and disease control database (7 U.S.C. 5882).

(85) Represent the Department on all library and information science matters before Congressional Committees and appropriate commissions, and provide representation to the coordinating committees of the Federal and State governments concerned with library and information science activities.

(86) Represent the Department in international organizational activities and on international technical committees concerned with library and information science activities.

(87) Prepare and disseminate computer files, indexes and abstracts, bibliographies, reviews and other analytical information tools.

(88) Arrange for the consolidated purchasing and dissemination of printed and automated indexes, abstracts, journals, and other widely used information resources and services.

(89) Provide assistance and support to professional organizations and others concerned with library and information science matters and issues.

(90) Copy and deliver on demand selected articles and other materials from NAL's collections by photographic reproduction or other means within the permissions, constraints, and limitations of sections 106, 107, and 108 of the Copyright Act of October 19, 1976 (17 U.S.C. 106, 107 and 108).

(91) Formulate, write, or prescribe bibliographic and technically related standards for the library and information systems of USDA.

(92) Assure the acquisition, preservations, and accessibility of all information concerning food and agriculture by providing leadership to and coordination of the acquisition programs and related activities of the library in information systems, with the agencies of USDA, other Federal departments and agencies, State agricultural experiment stations, colleges and universities, and other research institutions and organizations.

(93) Determine by survey or other appropriate means, the information needs of the Department's scientific, professional, technical, and administrative staffs, its constituencies, and the general public in the areas of food, agriculture, the environment, and other related areas.

[57 FR 9654 and 9659, Mar. 20, 1992, as amended at 57 FR 19797, May 8, 1992; 58 FR 51211, Oct. 1, 1993]

AGRICULTURAL RESEARCH SERVICE  
HUMAN NUTRITION RESEARCH AND INFORMATION

**PART 2—DELEGATIONS OF  
AUTHORITY BY THE SECRETARY OF  
AGRICULTURE AND GENERAL  
OFFICES OF THE DEPARTMENT**

1. The authority citation for Part 2 continues to read as follows:

Authority: 5 U.S.C. 301 and Reorganization Plan No. 2 of 1951.

Subpart C—Delegations of Authority to the Deputy Secretary, the Under Secretary for International Affairs and Commodity Programs, the Under Secretary for Small Community and Rural Development, and Assistant Secretaries

2. Section 2.15 is amended by revising the section heading and by removing and reserving paragraph (b) to read as follows:

§ 2.15 Assistant Secretary for Food and Consumer Services.

3. Section 2.30 is amended by adding a new paragraph (h) to read as follows:

§ 2.30 Assistant Secretary for Science and Education.

(h) *Related to national food and human nutrition research and information.* (1) Administer a national program under the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended. As used herein the term "research" includes:

(i) Research on the nutrient composition of foods and the effects of agricultural practices, handling, food processing, and cooking on the nutrients they contain;

(ii) Surveillance of the nutritional benefits provided to participants in the food programs administered by the Department;

(iii) Research on the factors affecting food preference and habits; and

(iv) The development of techniques and equipment to assist consumers in the home and in institutions in selecting food that supplies a nutritionally adequate diet (7 U.S.C. 3171-3175, 3177).

(2) The authority in paragraph (h)(1) of this section includes the authority to:

(i) Appraise the nutritive content of the U.S. food supply;

(ii) Develop and make available data on the nutrient composition of foods needed by Federal, State, and local agencies administering food and nutrition programs, and the general public, to improve the nutritional quality of diets;

(iii) Develop family food plans at different costs for use as standards by families of different sizes, sex-age composition, and economic levels;

(iv) Develop suitable and safe preparation and management procedures to retain nutritional and eating qualities of food served in homes and institutions;

(v) Develop materials to aid the public in meeting dietary needs, with emphasis on food selection for good nutrition and appropriate cost, and food preparation to avoid waste, maximize nutrient retention, minimize food safety hazards, and conserve energy;

(vi) Develop food plans for use in establishing food stamp benefit levels, and assess the nutritional impact of Federal food programs;

(vii) Coordinate nutrition education research and professional education projects within the Department; and

(viii) Maintain data generated on food composition in a National Nutrient Data Bank.

(3) Conduct, in cooperation with the Department of Health and Human Services, the National Nutrition Monitoring and Related Research Program. Included in this delegation is the authority to:

(i) Design and carry out periodic nationwide food consumption surveys to measure household food consumption;

(ii) Design and carry out a continuous, longitudinal individual intake survey of the United States population and special high-risk groups;

(iii) Design and carry out methodological research studies to develop improved procedures for collecting household and individual food intake consumption data;

(iv) Analyze data from such surveys to provide a basis for evaluating dietary adequacy; and

(v) Consult with the Federal and State agencies, the Congress, universities, and other public and private organizations and the general public regarding household food consumption, individual intake, and dietary adequacy, and implications of the survey on public policy regarding food and nutrition policies.



(4) Conduct a program of nutrition education research.

(3) Co-chair with the Assistant Secretary for Health, Department of Health and Human Services, the Interagency Board for Nutrition Monitoring and Related Research for the development and coordination of a Ten-Year Comprehensive Plan as required by Public Law No. 101-445.

Subpart L—Delegations of Authority by the Assistant Secretary for Food and Consumer Services

4. Section 2.92 is removed and reserved.

Subpart N—Delegations of Authority by the Assistant Secretary for Science and Education

5. Section 2.106 is amended by adding new paragraphs (a)(65) through (a)(69) to read as follows:

§ 2.106 Administrator, Agricultural Research Service.

(a) (65) Administer a national food and human nutrition research program under the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended. As used herein the term "research" includes:

(i) Research on the nutrient composition of foods and the effects of agricultural practices, handling, food processing, and cooking on the nutrients they contain;

(ii) Surveillance of the nutritional benefits provided to participants in the food programs administered by the Department;

(iii) Research on the factors affecting food preference and habits; and

(iv) The development of techniques and equipment to assist consumers in the home and in institutions in selecting food that supplies a nutritionally adequate diet (7 U.S.C. 3171-3175, 1977).

(66) The authority in paragraph (65)(i) of this section includes the authority to:

(i) Appraise the nutritive content of the U.S. food supply;

(ii) Develop and make available data on the nutrient composition of foods needed by Federal, State, and local agencies administering food and nutrition programs, and the general public, to improve the nutritional quality of diets;

(iii) Develop family food plans at different costs for use as standards by families of different sizes, sex-age composition, and economic levels;

(iv) Develop suitable and safe preparation and management

procedures to retain nutritional and eating qualities of food served in homes and institutions;

(v) Develop materials to aid the public in meeting dietary needs, with emphasis on food selection for good nutrition and appropriate cost, and food preparation to avoid waste, maximize nutrient retention, minimize food safety hazards, and conserve energy;

(vi) Develop food plans for use in establishing food stamp benefit levels, and assess the nutritional impact of Federal food programs;

(vii) Coordinate nutrition education research and professional education projects within the Department; and

(viii) Maintain data generated on food composition in a National Nutrient Data Bank.

(67) Conduct, in cooperation with the Department of Health and Human Services, the National Nutrition Monitoring and Related Research Program. Included in this delegation is the authority to:

(i) Design and carry out periodic nationwide food consumption surveys to measure household food consumption;

(ii) Design and carry out a continuous, longitudinal individual intake survey of the United States population and special high-risk groups;

(iii) Design and carry out methodological research studies to develop improved procedures for collecting household and individual food intake consumption data;

(iv) Analyze data from such surveys to provide a basis for evaluating dietary adequacy; and

(v) Consult with the Federal and State agencies, the Congress, universities, and other public and private organizations and the general public regarding household food consumption, individual intake, and dietary adequacy, and implications of the survey on public policy regarding food and nutrition policies.

(68) Conduct a program of nutrition education research.

(69) Provide staff support to the Assistant Secretary for Science and Education related to the Ten-Year Comprehensive Plan and the Interagency Board for Nutrition Monitoring and Related Research required by Public Law No. 101-445.

For Subparts C and L

Dated: July 5, 1994.

Mike Espy.

Secretary of Agriculture.

For Subpart N.

R.D. Plowman.

Acting Assistant Secretary, Science and Education.

IFR Doc. # 16757 Filed 7-14-94, 3:45 am.

ADMIN CODE 310-03-1





## COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE

Change § 2.107 to read:

§ 2.107 Administrator, Cooperative State Research, Education, and Extension Service.

Change § 2.107(a) Delegations to read:

(a) Delegations. Pursuant to § 2.30(a) and (c), subject to the reservations in § 2.30a, the following delegations of authority are made by the Deputy Secretary for Research, Education, and Economics to the Administrator, Cooperative State Research, Education, and Extension Service.

(a)(1) through (9) no change.

Change (10) to read:

(10) Administer, in cooperation with the States, a cooperative rural development and small farm research and extension program under the Rural Development Act of 1972, as amended (7 U.S.C. 2661-2667).

Change (11) to read:

(11) Provide national leadership and support for cooperative research and extension programs and other cooperative activities in the food and agricultural sciences to meet major needs and challenges in food and agricultural system productivity; development of new food, fiber, and energy sources; agricultural energy use and productivity; natural resources; promotion of the health and welfare of people; human nutrition; and international food and agricultural pursuant to the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3101 et. seq.).

(a)(12) through (17) no change.

Change (18) to read:

(18) Support continuing agricultural and forestry research and extension, resident instruction, and facilities improvement at the 1890 land-grant colleges, including Tuskegee University, and administer a grant program for five National Research and Training Centennial Centers (7 U.S.C. 3221, 3222, and 3222a-3222c).

Change (19) to read:

(19) Administer grants to 1890 land-grant colleges, including Tuskegee University to help finance and upgrade agricultural and food science facilities which are used for research, extension, and resident instruction (7 U.S.C. 3222(b)-3223).

Change (20) to read:

(20) Cooperate and work with national and international institutions, Departments, and Ministries of Agriculture in other nations, land-grant colleges and universities, and other persons throughout the world in the performance of agriculture research and extension activities (7 U.S.C. 3291).

(21) no change.

Change (22) to read:

(22) Conduct program evaluations to improve the administration and efficacy of the cooperative research grants and extension programs involving State agricultural experiment stations, cooperative extension services, and colleges and universities (7 U.S.C. 3317).

Change (23) to read:

(23) Enter into contracts, grants, or cooperative agreements to further research, extension or teaching activities in the food and agricultural sciences (7 U.S.C. 3318).

Change (24) to read:

(24) Enter into cost-reimbursable agreements relating to agricultural research, extension or teaching activities (7 U.S.C. 3319a).

Change (25) to read:

(25) Provide technical assistance to farm owners and operators, marketing cooperatives, and others in the development and implementation of a research and pilot project program for the development of supplemental and alternative crops (7 U.S.C. 3319d).

Change (26) to read:

(26) Administer an aquaculture assistance program, involving centers by making grants to eligible institutions for research and extension to facilitate or expand production and marketing of aquaculture food species and products; and conducting a program of extension and demonstration centers; and making grants to States to formulate aquaculture development plans for the production and marketing of aquaculture species and products (7 U.S.C. 3322).

(27) to (30) no change.

Change (31) to read:

(31) Administer a cooperative research and extension program to optimize crop and livestock potential in integrated resource management and integrated crop management systems (7 U.S.C. 5821).

(32) no change.

Change (33) to read:

(33) Administer a cooperative extension program on agricultural weather forecasts and climate information for agricultural producers and administer a grants program to States to administer programs for State agricultural weather information systems (7 U.S.C. 5854).

(34) no change.

Change (35) to read:

(35) Administer a grants and contract program on integrated pest management including research to benefit floriculture and implement and administer an extension program developed for integrated pest management (7 U.S.C. 5881).

(36) to (43) no change.

Change (44) to read:

(44) Administer research and extension grants for the development of agricultural production and marketing systems to service niche markets (7 U.S.C. 5925).

(45) to (53) No change.

Change (54) to read:

(54) Administer extension education programs in aquaculture and administer grants related to research and development in aquaculture (16 U.S.C. 2804 and 2806).

Change (55) to read:

(55) Coordinate research by cooperating State research institutions and administer educational and information activities assigned under the Defense Production Act of 1950, as amended (50 U.S.C. App. 2061 et. seq.), and the Civil Defense Act of 1950, as amended (50 U.S.C. App. 2251 et. seq.).



Change (56) to read:

(56) Provide management support services to agencies reporting to the Under Secretary for Research, Education, and Economics in the administration of discretionary grants.

Change (57) to read:

(57) Represent the Department on the Federal Interagency Council on Education.

Change (58) to read:

(58) Conduct and coordinate Department research programs on water quality and nutrient management (7 U.S.C. 5504).

Change (59) to read:

(59) Establish and administer education programs, relating to water quality (7 U.S.C. 5503).

Add new (60) to read:

(60) Administer education programs for the users and dealers of agrichemicals (7 U.S.C. 5506).

(61) Administer a cooperative agricultural extension program in accordance with the Smith-Lever Act, as amended (7 U.S.C. 341-349).

(62) Administer a cooperative agriculture extension program related to agriculture, uses of solar energy with respect to agriculture and home economics in the District of Columbia (D.C. Code 31-1409).

(63) Conduct educational and demonstration work related to the distribution and marketing of agricultural products under the Agricultural Marketing Act of 1946, as amended (7 U.S.C. 1621-1627).

(64) Administer a competitive grant program for non-profit institutions to establish and operate centers for rural technology or cooperative development (7 U.S.C. 1932(f)).

(65) Administer a nutrition education program for Food Stamp recipients and for the distribution of commodities on reservations (7 U.S.C. 2020(f)).

(66) Administer a grants program for rural health and safety education (7 U.S.C. 2662).

(67) Administer a rural economic and business development program to employ specialists to assist individuals in business activities (7 U.S.C. 2662).

(68) Administer a national program to provide rural citizens with training to increase their leadership abilities (7 U.S.C. 2662).

(69) Administer a competitive grant program to establish demonstration areas for rural economic development (7 U.S.C. 2662(a)).

(70) Administer a competitive grant program for financially distressed farmers, dislocated farmers and rural families (7 U.S.C. 2662(f)).

(71) Administer a grant program to improve the rural health infrastructure (7 U.S.C. 2662 note).

(72) Administer a cooperative extension program under the Farmer-to-Consumer Direct Marketing Act of 1976 (7 U.S.C. 3004).

(73) Identify and compile information on methods of composting agricultural wastes and its potential uses and develop education programs on composting (7 U.S.C. 3130).

(74) Administer a national food and human nutrition extension program under the National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (7 U.S.C. 3171-3175).

(75) Make grants, under such terms and conditions as the Administrator determines, to eligible institutions for the purpose of assisting such institutions in the purchase of equipment and land, and in the planning, construction, or renovation of buildings to provide adequate facilities to conduct extension work, and issue rules and regulations as necessary to carry out this authority (7 U.S.C. 3224).

(76) Design educational programs, implement, and distribute materials in cooperation with the cooperative extension services of the States emphasizing the importance of productive farmland pursuant to section 1544(a) of the Farmland Protection Policy Act (7 U.S.C. 4205(a)).

(77) Establish and administer education programs relating to water quality (7 U.S.C. 5503).

(78) Administer education programs for the users and dealers of agrichemicals (7 U.S.C. 5506).

(79) Design, implement, and develop handbooks, technical guides, and other educational materials emphasizing sustainable agriculture production systems and practices (7 U.S.C. 5831).

- (80) Administer a competitive grant program to organizations to carry out a training program on sustainable agriculture (7 U.S.C. 5832).
- (81) Establish a national pesticide resistance monitoring program (7 U.S.C. 5882).
- (82) Conduct educational programs on the biology and behavior of chinch bugs (7 U.S.C. 5884).
- (83) Administer education programs on Indian reservations and tribal jurisdictions (7 U.S.C. 5930).
- (84) Administer competitive grants to States to establish a pilot project to coordinate food and nutrition education programs (7 U.S.C. 2027(a) and 5932).
- (85) Administer a demonstration grants program for support of an assistive technology program for farmers with disabilities (7 U.S.C. 5933).
- (86) Conduct educational and demonstrational work in cooperative farm forestry programs (16 U.S.C. 568).
- (87) Provide for an expanded and comprehensive extension program for forest and rangeland renewable resources (16 U.S.C. 1671-1676).
- (88) Conduct forestry and natural resources education programs, including guidelines for technology transfer (16 U.S.C. 1674).
- (89) Provide technical, financial, and educational assistance to State foresters and State extension directors on rural forestry assistance (16 U.S.C. 2102).
- (90) Provide educational assistance to State foresters under the Forest Stewardship Program (16 U.S.C. 2103a).
- (91) Implement and conduct an educational program to assist the development of urban and community forestry programs (16 U.S.C. 2105).
- (92) Provide educational assistance to farmers regarding the Agricultural Water Quality Protection Program (16 U.S.C. 3838b).
- (93) Authorize the use of the 4-H Club name and emblem (18 U.S.C. 707).
- (94) Conduct demonstrational and promotional activities related to farm dwellings and other buildings for the purposes of reducing costs and adapting and developing fixtures and appurtenances for more efficient and economical farm use (42 U.S.C. 1476(6)).

(95) Provide leadership and direct assistance in planning, conducting, and evaluating extension programs under a memorandum of agreement with the Bureau of Indian Affairs dated May, 1956.

(96) Exercise the responsibilities of the Secretary under regulations dealing with Equal Employment Opportunity (part 18 of this subtitle).

(97) Carry out demonstration and educational activities authorized in section 202(c) of the Colorado River Basin Salinity Control Act (43 U.S.C. 1592(c)).

(98) Provide educational and technical assistance in implementing and administering the conservation reserve program authorized in section 1231-1244 of the Food Securities Act of 1985 (Public Law 99-198, 99 Stat-1509) (16 U.S.C. 3831-3844).

[57 FR 9656, Mar. 20, 1992; 57 FR 9658, Mar. 20, 1992, as amended at 57 FR 58961, Dec. 14, 1992; 58 FR 35359, July 1, 1993]



§ 2.108 Administrator, Extension Service, delete in its entirety.

OLD ES

NEW CREES

§ 2.108(a)

§ 2.107(a)

2.108(a)(1)

2.107(a)(1)

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(51)	(95)
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(53)	(55)

(54)	ARS
(55)	(97)
(56)	(98)
(57)	(19)
(58)	(46)

## NATIONAL AGRICULTURAL STATISTICS SERVICE

Change § 2.85 to:

§ 2.109 Administrator, National Agricultural Statistics Service

Change § 2.85(a) to:

§ 2.109(a) Pursuant to § 2.27(a) and (c), subject to reservations in § 2.28(a), the following delegations of authority are made by the Under Secretary for Research, Education, and Economics to the Administrator of the National Agricultural Statics Service.

Change § 2.85(a)(1)-(7) to:

§ 2.109(a)(1)-(7)

Change § 2.85(b) to:

§ 2.109(b) Reservations. The following authority is reserved for the Chief Economist:

(1) Review all proposed decisions having substantial economic policy implications.

[46 FR 47753, Sept. 30, 1981, as amended at 48 FR 30345, July 1, 1983; 51 FR 17167, May 9, 1986; 52 FR 2666, Jan. 26, 1987; 56 FR 42682, Aug. 29, 1991; 58 FR 4570, Jan. 15, 1993]

### NOTE:

Delegations of Authority to the Assistant Secretary for Economics are being reviewed in detail to determine which functions will be retained by the Office of the Chief Economist, and which functions will be transferred to the WAOB, the NASS, or the ERS.



## ECONOMIC RESEARCH SERVICE

Change § 2.84 to:

§ 2.108 Administrator, Economic Research Service.

(a) Delegations. Pursuant to § 2.27(a) and (c), subsection to the reservations in § 2.28(a), the following delegations of authority are made by the Under Secretary for Research, Education, and Economics to the Administrator, Economic Research Service:

Change § 2.84(a)(1)-(10) to:

§ 2.108(a)(1)-(10).

[FR 47752, Sept. 30, 1981, as amended at 52 FR 2666, Jan. 26, 1987; 53 FR 21978, June 13, 1988, 58 FR 4570, Jan. 15, 1993]

### NOTE:

Delegations of Authority to the Assistant Secretary for Economics are being reviewed in detail to determine which functions will be retained by the Office of the Chief Economist, and which functions will be transferred to the WAOB, the NASS, or the ERS.

## **Appendix I**

### **Incidental Transfer Agreements**

**RESERVED**



NATIONAL AGRICULTURAL LIBRARY



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NATIONAL AGRICULTURAL LIBRARY



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